

Connecticut INDUSTRY

APRIL

1947

25th YEAR OF PUBLICATION

FAITH, COURAGE, HARD WORK, and COMMON SENSE

...that's the American Way

The only persons in America who could hope for a failure of cooperation between labor and management, who could hope for a failure of production and continued skyrocketing of prices, who could hope for continued controversies between great organizations and labor unions—or between unions themselves—with picket lines, silent factories and paralyzed production, are those Communists or Fascists—and there isn't a nickel's worth of difference between them—who would like to overturn this grand Constitutional system of ours in favor of some form of tyrannical dictatorship under which they would loot the nation.

We cannot—we simply cannot—allow any force outside or inside this nation to destroy our American Way . . . either by force of arms or by keeping alive conflicts between classes within our own country. Before we can help the rest of the world effectively, we MUST regain a basis of full production, full opportunity for jobs, and lower prices in a free American economy.

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Connecticut INDUSTRY

MANUFACTURERS' ASSOCIATION OF CONNECTICUT, INC.

VOL. 25 - **NO. 4** - **APRIL, 1947**

L. M. BINGHAM, *Editor*

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Precision and design problems entrusted to GAIR are always "WELL IN HAND".

Write for informative booklet on PRECISION PACKAGING



ROBERT GAIR COMPANY, INC., NEW YORK, TORONTO • PAPERBOARD, FOLDING CARTONS, SHIPPING CONTAINERS

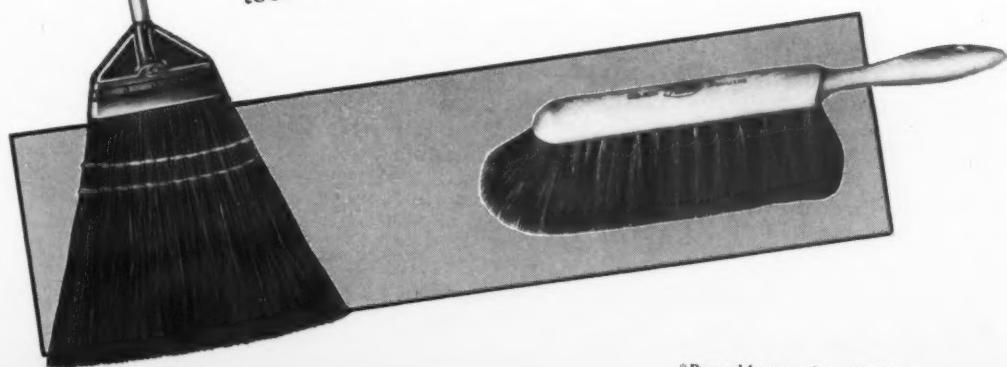
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ACTUALLY, it's as elementary as the difference between a palm tree and a corn-stalk. The fibers in the Fuller Broom are carefully selected from leaf stalks of various palms which have an average growing span of 16 years. A corn-stalk, on the other hand, has just one growing season. Obviously, it does not develop to stand the rigor of the years.

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THE FULLER BRUSH COMPANY
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Confused thinking in Industry is at an all time high.

It's a brake on the wheels of production causing waste (labor and material) running into BILLIONS annually throughout industry.

Clarify that confused thinking and every last dollar of that preventable waste can be salvaged—production substantially increased—friendly relations established and maintained and FREE ENTERPRISE preserved.

It's a big order—a Challenge to Top Management.

IT CAN BE DONE—as is so strongly evidenced by the unbroken record of outstanding successes in a number of Plants in the Textile, Metal Trades and Printing Industries where our INCENTIVE SAVINGS PLAN was installed and administered personally by our Sr. Executive, sitting in with Workers Committees twice monthly—over a period of 30 years.

Without a single exception production was stepped up over 25%, in some instances to 40%.

Sharing the salvaged "waste" savings equally between Company and Workers is the incentive—the measure of success, however, is entirely up to the Administrator. It is not a profit-sharing plan.

Our Sr. Executive has that rare gift of inspiring confidence and quickly welding Supervisory and Worker groups into one harmonious, hard-hitting team, sold on the economic truth that only from greater production at lower cost can come higher wages—job security and opportunity.

His was an unusual experience. Starting at 16 as timekeeper he was close to workers and thus was schooled in their thinking. At 28 as Executive V. P. and Gen. Mgr. of a nationally known concern he grappled with the problems of management. He sees problems clearly and faces them squarely.

He is friendly, fair, firm and above all, human. He has never experienced a single labor disturbance.

Why not have him call and tell you personally what he can do for your organization?—No obligation.

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"I Am an American" Day

By EDWARD INGRAHAM, President



WHEN President Truman recently proclaimed May 16 as "I Am an American" Day to honor American citizenship by giving special recognition to naturalized citizens and to American youth who will reach voting age this year, I was reminded of the altogether inadequate way we now give recognition to the meaning of American citizenship on our present holidays such as the birthdays of Lincoln and Washington, Memorial Day and Independence Day.

We need more than a proclamation by our President and by governors of our various states to remind ourselves of the boundless privileges and the responsibility of American citizenship. Somehow we must find—and quickly too—how to kindle pride and the crusading spirit in our young people and rekindle it in those of us who have taken our privileges for granted too long.

Let us look at the facts regarding celebrations of recent years on our principal holidays. Let's start off with New Year's Day. We accent this holiday with too much spirituous liquid and not enough emphasis upon our renewed faith in democracy as the hope of the world. Our New Year's resolutions might well be to do our part in making democracy work better during the coming year. Next we come to Lincoln's birthday, when only a few Lincoln Day dinners by Republican party leaders, a few proclamations and editorials in the press mark the day as more than any other day. Except for the fact that so many people stop work, Washington's birthday passes with no more attention paid to its significance in our Democracy than that of Lincoln's.

On Memorial Day, when we should re-define what democracy really is and does for its citizens, we content ourselves altogether too frequently by watching a perfunctory, unimaginative march to decorate the graves of our soldiers who have fulfilled their obligations as citizens of our Democracy. Beyond the excitement of exploding fireworks, the celebration of Independence Day is more marked by dull orations than by community-wide participation in celebrations which will give new vitality to the ideas for which the day stands.

Instead of stressing in community celebrations the close common interests of employees and management and the freedoms enjoyed in this country as contrasted to the tyrannies in totalitarian countries, Labor Day is usually considered the last big day of summer celebration, before getting down to "brass tacks" work in the cooler autumn months.

There is vastly more meaning to be derived from Armistice Day than the perfunctory observances we have built around the two-minute tribute of silence we observe at 11:00 A. M. on that day when the President of the United

States lays a wreath upon the tomb of the Unknown Soldier in Arlington Cemetery. It should be a day when men, women and children from all walks of life pay high tribute to the democratic ideal of equality and to the unknown individual who gave his life that others might have freedom.

"I Am an American" are words that have far deeper meaning than merely an announcement of our nationality. They epitomize man's declaration of independence from the tyrannies of the past and his greatest hope for freedom in the future. Men from many lands, who settled along the New England shores, started a war 172 years ago to escape the slavery of Europe. Under the guiding influence of moral law, which sprung from their inherent spiritual urge, the crusade which they started in this country has thus far outstripped the accomplishments of all other nations who still cling in varying degrees to the outworn trappings of totalitarianism.

To the men who did the fighting for this country at Bunker Hill and Lexington, down to those who waded, walked and crawled into a living hell of gunfire on many Pacific island beaches and at Normandy, the basic spiritual symbol for which America stands was the impelling force which drove them through to victory.

Today's worldwide attack on the American ideal of individual freedom for all mankind forces us to choose, as Ralph Britton Perry states, "between a worse evil and a better good than mankind has ever known before." In such an awful choice we must be idealistic if we are to be realistic enough to avoid being pushed relentlessly into a curtain-dropping cataclysm for civilization. Under such circumstances should we not look upon "I Am an American" Day as the first great opportunity to demonstrate in our communities what the American ideal really means in a world so close to peaceful realization of its bounteous storehouse, and yet so near to the destruction of all the values worth fighting for? And should we not here and now resolve, busy as we are, to grasp each meaningful holiday when it comes along as another golden opportunity to re-energize our American ideal into a zealous crusade for human rights at home and abroad?

Once our zeal for the American ideal of human rights and responsibilities equals that of zealous totalitarian leaders and followers, we shall have eliminated most of our troubles at home and be well on our way toward international understanding.

**The Gray Manufacturing
Company, founded in
Hartford in 1891 to make
Telephone Pay Stations,
leads the way in new con-
cepts of electronics.**



New Frontiers in Communications*

THE nature of enterprise is that of an expedition. It must always move forward to new goals. Its ultimate and intermediate aims must be established and reached through calculated and planned routes. Accomplishment depends upon ends that serve to justify the effort in public welfare, financial welfare, and in individual human welfare. Leadership must assure that there is the impetus to carry all obstacles and the goal must

* Data for this article furnished by Gray Mfg. Co.

be such that its attainment justifies the cost.

The courage to advance into new industrial frontiers was awakened in William Gray, an inventive working man, in Hartford in the 1880's. Urgently needing a physician to attend his wife, who was seriously ill, he was grudgingly permitted to use a private telephone in a nearby factory. He offered to pay for the use of the instrument but was told that the telephone was reserved for subscribers only. It was then that he conceived the goal of

making the telephone available to the general public through pay stations. After developing several models, he took one of them to the industrial leader, Amos Whitney, who provided guidance, and with Gray in 1891 founded the manufacturing company which today bears the latter's name.

Throughout many years Gray pay stations have continued to leave the Hartford factory for use in the far regions of the world, bringing the telephone within reach of every man who would in distress, in love, in joy or in expediting the commerce of the earth desire to speak with his fellow men.

In 1938 new goals for this Company were discerned by President Walter E. Ditmars, who re-organized the company and visualized the contribution to welfare that instantaneous and reliable electronic voice recording and reproduction could make to industry, to commerce, to the blind, and to many other needs of man. A research program was initiated which has not only led to fundamentally new developments in the field of communication, but also to new machines, including the Gray Audograph, and to new services and new markets.

War Contribution

The importance of well-laid plans is very evident in the unique war-time contributions of The Gray Manufacturing Company. The electrical experience of the company, the electronic



THE NEW GRAY AUDOGRAPH. This entirely different electronic dictation machine is now on the market. First produced for Navy use, the Audograph instantaneously records and plays back a paper-thin plastic record at constant speed and quality.

research which was in process at the time of Pearl Harbor, and the naval and military experience of the management, led to an early realization of the tremendous potential contribution of electronics to the world conflict. The company volunteered the enlistment of its services into the Industrial Mobilization Plan as early as 1938 and prepared plans for the contingencies which the management considered the future might hold.

In December of 1942, an urgent call was received from the secret laboratories of the Research Construction Company at the Massachusetts Institute of Technology. Help was wanted in initiating the production of new electronic devices. Gray personnel proceeded at once by aeroplane to Boston, where after elaborate clearance for military security they were taken into a large, sealed room at M.I.T. This inner room was bare of all objects excepting one, large, odd-shaped form completely shrouded in cloth which stood in the middle of the room. One corner of the cloth was pulled back and a Gray official allowed to glance at the strange mechanism inside. After a few moments he was asked for a production promise, a price figure, and agreement to sign a contract. This was accomplished.

The mechanism was described simply as "the gadget" and was so known

to those members of the Gray organization who were involved in its production for a long time thereafter. It was later disclosed that this was the first production model radar and served as the basis for many new model machines built by Gray.

The first Gray radar antennae were shipped to the Research Construction Company at the Massachusetts Institute of Technology and to the Harvard laboratories. Soon other radar equipment followed which was used by the Armed Services and contributed materially to the anti-submarine campaign along the Atlantic Coast. Within a few months after Pearl Harbor, Gray production of final assemblies was going not only to the armed services, but Gray sub-assemblies were contributing to thousands of units and components for the Army and Navy. At a later stage of development, the Gray Company specialized in air-borne antennae such as those used in the B-29 and in fighter planes. Some readers of this article may be interested to know that these models included the DMS 1000-1 and 2, ASC, ASV, APG 3, APQ 13, and APS 10.

It required a large integrated subcontract organization to meet the demands of these radar programs. Some of the Connecticut firms who contributed materially to this organization were The Fuller Brush Company, Yale



SPINNING A LARGE metal cone shaped vessel. Gray has the largest and most complete metal spinning department in New England.

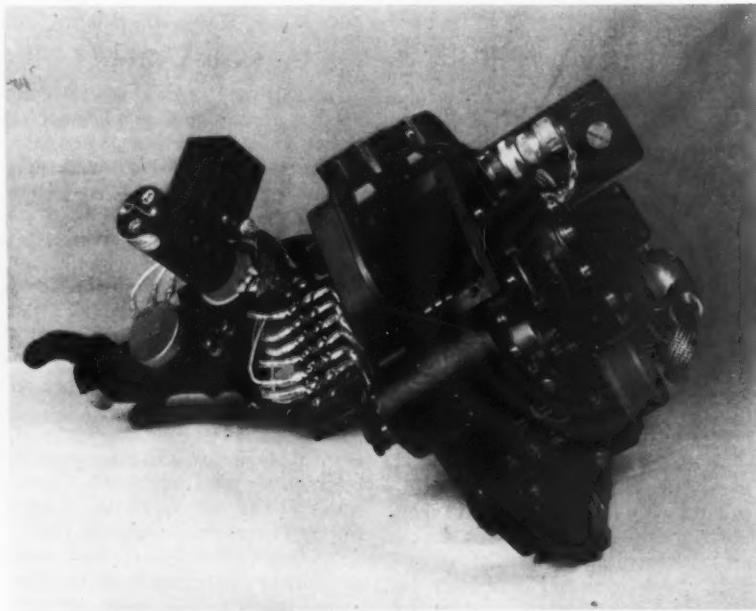
and Towne Manufacturing Company, The International Silver Company, The La Pointe-Plascomold Company, The Essex Machine Works, Inc., and many machine shops including one-man basement industries.

Gray production of radar component assemblies was substantial in its contribution to the radar output of the General Electric, Philco, Crosley, Stromberg-Carlson, and Western Electric companies and contributed to Radio Corporation of America and Westinghouse developments. The company also engaged in the production of several thousand electronic code recording and sending machines known in the Signal Corps as the Ink Recorder and Keyer respectively. War production also involved a large number of ordnance parts including pistol hammers and similar gun components. Air conditioning outlets were made of spun metal for ships and planes. A portable field telephone switchboard was also an integral item in the war production program.

War Experience Develops Peace-time Product

Navy requirements served to stimulate the electronic sound recording de-

(Continued on page 31)



ONE OF THE SUB-ASSEMBLIES incorporated in the thousands of pieces of radar equipment produced by The Gray Manufacturing Company during the war.

Stockholders as a Vital Influence!*

By WESTON SMITH, *Business Editor, Financial World, Vice President and Director, National Association of Public Relations Counsel*

THIS ARTICLE accents the tremendous power inherent in 20 million stockholders for the continuation of the American ideal of individual freedom to "win or lose" in promoting job-making enterprise.

With the United States remaining as the only strong champion of free enterprise left in the world, isn't it about time that the latent power of American stockholders should be marshaled by corporation management to ward off the many present attempts to sabotage it?

NEVER underestimate the power of the stockholders! Once counted by the thousands, the shareholders today total in the millions, because during the past thirty years the ownership of America's corporations has passed from a handful of large investors into the hands of the masses.

Alert officials of corporations have become increasingly aware of the fact that now millions of small investors in all walks of life have a stake in the free enterprise system.

Stockholders United

Through the adoption and expansion of sound public relations policies and practices—in the best interests of all the people—management has sought to be worthy of the confidence and support of its stockholders. This community of interest between management and the actual owners is a healthy and democratic development—it also may prove to be a safeguard against trends toward radicalism. America's stockholders united in thought and action in favor of our economic way of life could provide a bulwark of strength in combating any attempt to bring about a socialization of American industry.

To obtain a composite view of what management is doing in its public relations, particularly in reference to the shareholders, *Financial World* has queried a thousand corporations with shares listed on the New York Stock Exchange and the New York Curb Exchange, plus many that are actively traded in the Over-the-Counter market.

The purpose of this analysis is to obtain information on the policies of



WESTON SMITH

managements in their relations with stockholders, employees and others. The *Financial World* Surveys of Annual Reports have reflected the trend of improvement in these once-a-year statements—the chart shows how the greatest gains have been made in the past three years. But what are the leading corporations doing with their modernized annual reports? Are these brochures being utilized to foster a better understanding of industry? How many managements are employing the available techniques in stockholder relations?

A decade ago the annual report—mostly in abbreviated form—was distributed only to stockholders, bankers, brokers, financial publications, investment services and financial editors. This was as it should have been, because the statement was usually too technical for other than a student of finance, an accountant or a lawyer.

But the more informative and attractively illustrated annual reports are now being sent to other interested persons as a public relations brochure to help mold opinion in favor of the management, its industry and the American economic system. Of the respondents, 45% mailed or otherwise distributed their 1945 stockholders annual report to employees. An additional 10 per cent prepared a separate annual report for employees, while 14 per cent digested the annual report in the company's "house organ." Thus, a total of 69 per cent presented and explained their annual financial statements to their workers last year—31 per cent did not.

During the past year 30 per cent of the respondents sent their annual report to dealers, distributors and agents, who are not classified as employees. It was also found that 28 per cent distributed their report to customers, mostly wholesale buyers in large quantities. Only 1 per cent prepared a special report for consumers, and these were all public utilities—electric, gas and telephone.

Smallest Groups

Less than 3 per cent distributed their reports to the suppliers of raw materials, and the same percentage applies to those that sent them to credit agencies, such as Dun & Bradstreet, etc. And only 1½ per cent distributed their annual reports voluntarily to competitors without being asked for it. On the other hand, 21 per cent indicated that they sent their report to anyone "on request."

In the realm of community relations, it is interesting that 11 per cent sent their 1945 annual reports to civic leaders in cities and towns where branch plants are located—or in the communities touched by the right-of-way, such as for a railroad, traction line or bus route.

Around 12 per cent of the corporations make it a practice to mail their annual report to college and university libraries, but only 5 per cent of the total send it to public libraries.

* Reprinted from the 1947 Annual Review Number of *Financial World*.

The study also revealed that not all companies distribute their annual reports for publicity purposes. The largest number, 92 per cent, send their annual reports to financial publications, investment services and statistical agencies. But only 84 per cent send them to the financial editors of newspapers.

Interim Reports?

In view of the efforts by both the SEC and the stock exchanges to encourage more frequent information from corporations, the following figures are of interest: 35 per cent of the respondents published quarterly reports during the past year, while 10 per cent issued semi-annual or mid-year earnings statements, a total of 45 per cent. This means that for 55 per cent of the corporations, the annual report is the only contact with the stockholder during the year, except for dividend checks.

Of the companies sending quarterly or semi-annual reports, half are mailed with the dividend check, and half are sent under separate cover. It is noteworthy that 87 per cent of the interim reports are printed, while only 13 per cent are multigraphed or mimeographed.

Of the printed statements 60 per cent are 4-page leaflets, 21 per cent are 2-page single sheets, and the balance are 6-page folders, and 8-, 12- and 16-page booklets.

While it has been surmised that many companies were mailing out inserts or "stuffers" as "free riders" with the dividend checks, the returns show that only 36 per cent follow the practice regularly, and 10 per cent do it occasionally; 58 per cent enclose nothing with the dividend check.

It is realized that not many stockholders are in a position to attend the annual meetings of their companies, and thus the questionnaire asked if companies send a copy of the minutes of the stockholders meeting: 13 per cent do, but some of these give only a digest of the happenings—15 per cent will send the minutes when requested, but 72 per cent never mail out such information. Of the reports of the minutes sent out, 80 per cent are printed, and 20 per cent multigraphed or mimeographed. Less than 1 per cent of the respondents held regional meetings throughout the country.

The questionnaire provided space for the corporations to insert their capitalizations, numbers of stockhold-

ers and employees for three years: 1926, 1936 and 1946. These years span three decades, but do not reflect the direct effect of the 1929 market crash. It is surprising that many companies which were incorporated in the early years of this century have no records for 1926, but those that do provide an amazing record of growth in numbers of shareholders. The following tabulation is a random selection of both large and small corporations to give a cross-section of the trend since 1926:

	1926	1936	1946
Air Reduction	1,953	9,795	19,004
Allegheny-Ludlum	*296	*3,132	13,010
Allis-Chalmers	*6,196	14,362	*28,502
American Can	*12,020	*33,185	33,580
Am. Home Prod.	12,000	7,619	11,800
Amer. Locomotive	*15,997	*17,688	*25,009
Amer. Tel. & Tel.	399,121	640,991	694,171
Bk. of Am., N. Tr.	12,624	*11	155,659
Boston Edison	14,820	16,297	21,208
Bridgeport Brass	162	3,413	*9,470
Caterpillar Tractor	2,556	*21,394	18,799
Columbian Carbon	*2,000	3,684	5,484
Conn. Lt. & Pw.	*9,306	*8,982	*24,417
Cons. Edison, N. Y.	*60,000	*114,395	*152,888
Cons. Gas. of Balt.	18,569	*19,507	*23,399
Consumers Power	*18,512	*29,502	*34,038
Dayton Power & Lt.	*3,594	*2,107	*13,882
Detroit Edison	15,307	13,977	38,207
Electric St. Battery	7,538	13,914	15,547
Electric Boat	4,025	3,150	9,987
Employers Reinsur.	320	1,630	1,950
Fansteel Metal	72	699	1,541
Erie Railroad	*5,565	*7,204	*28,204
General Electric	46,200	190,044	242,176
General Motors	*50,369	*342,384	*428,874
General Time Instr.	*279	*775	*1,411
Hercules Powder	4,583	*5,509	*7,829
Humble Oil	2,301	8,197	11,339
Indian. P. & L.	*5,810	*6,082	*10,773
Inland Steel	2,083	5,787	10,791
Lehigh Coal & Nav.	5,989	5,851	10,980
Lehigh Portland C.	1,371	*4,546	6,004
Libbey-Owens-Ford	*8,500	10,795	17,385
Pacific Gas & Elec.	*39,149	*90,263	*138,900
Pennsylvania R.R.	141,202	218,720	218,193

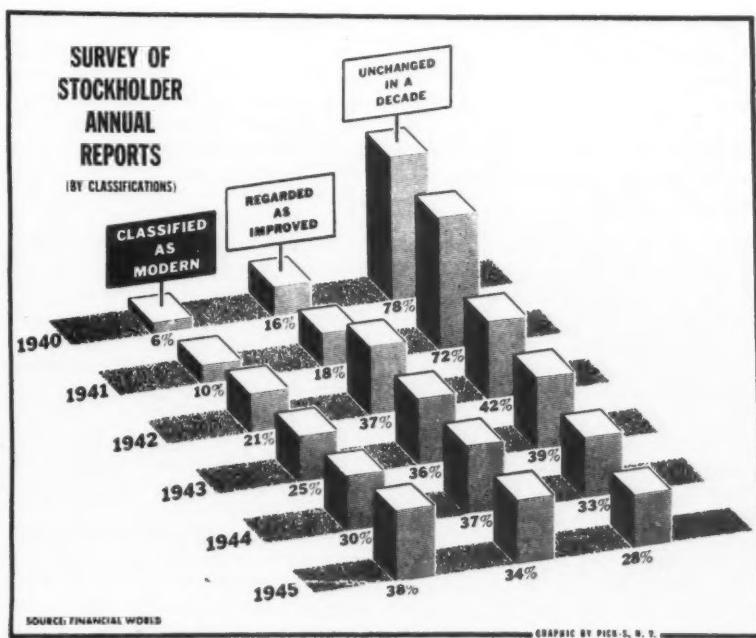
Pullman, Inc.	17,760	34,795	35,552
Republic Insurance	147	180	257
St. Joseph Lead	3,239	5,560	7,437
Sheaffer Pen	*1,212	*2,592	2,369
Stand. Oil (Ind.)	49,769	91,854	97,166
Stand. Oil (N. J.)	*77,231	120,630	162,228
Stand. Oil (Ohio)	*4,706	*4,785	*12,346
Stewart Warner	7,203	16,820	17,100
Sutherland Paper	267	1,612	2,620
Swift & Company	46,895	54,953	63,355
Texas Co.	31,003	78,154	92,865
Texas Gulf Sulphur	2,356	28,864	33,735
Timk-Det. Axle	1,122	8,137	11,942
Union Oil of Calif.	5,677	22,849	*37,500
United St. Rubber	*26,692	*20,080	*23,553
United States Steel	*149,137	*228,662	*226,255
Western Un. Tel.	25,789	26,967	*28,372
Wheeling Steel	*5,737	*5,507	*9,292

* Including preferred stockholders. † Estimated. ‡ All owned by holding company.

But in addition there were many companies which had not been established in 1926, or their shares had not been publicly offered. The following is a limited selection:

Corporation	1926	1936	1946
Ætna Standard Eng.	None	*729	*1,563
Affiliated Fund	None	1,673	12,658
Amer. Invest. (Ill.)	None	*1,517	*3,536
Am. Machine & Metals	None	1,957	2,525
Aviation Corp.	None	25,862	*56,560
Bendix Aviation	None	23,269	25,456
Boeing Airplane	None	*9,000	19,086
Borg-Warner	None	11,002	18,968
Breeze Corporations	None	*200	2,100
Burlington Mills	None	*2,000	*8,748
Cannon Mills	None	*4,000	4,800
Carrier Corporation	None	*1,800	*4,491
Catalin Corp. of Am.	None	*2,500	*5,000
Cherry-Burrell	None	*1,254	*1,619
Celotex Corp.	None	*4,000	*8,700
Cessna Aircraft	None	*500	*3,700
Coleman Company	None	*400	1,780
Collins & Aikman	None	*2,300	*3,600
Crown Cork & Seal	None	*5,923	6,953
East. Gas & Fuel Assn.	None	*16,432	*18,153
Edison Bros. Stores	None	*352	2,168
Federated Dept. Stores	None	*2,981	*4,367
General Foods	None	64,565	*68,000
General Shoe	None	*705	3,700
Hat Corp. of Amer.	None	1,900	*2,165
Houdaille-Hershey	None	*8,619	*10,417

(Continued on page 32)





MRS. MERTON B. ALLAN, of the war garden committee, and Mayor John S. Monagan of Waterbury look over some tomatoes growing in one of the more than 100 gardens of the Scovill Manufacturing Co. plot.

A Health Building Program for Industrial Workers

BY FRANK H. PEET, *Commissioner of Agriculture*

THERE IS A SATISFACTION to be gained from making a garden, tending it and watching it grow that can be obtained in no other way. Unlike many other off-the-job pleasures it builds health and morale among employees instead of destroying them.

I THINK it is generally agreed that Victory Gardens, or call them what you may, proved beyond a doubt they fulfilled the purpose for which they were intended: more food.

This success also showed many people other values beneficial in peace time.

Home gardening for health is of importance. The exercise required in preparation of the soil, planting and care of the garden helps in keeping one physically fit. Exercise in the sunlight stimulates and purifies the blood, makes glands more active. No artificial ultra violet rays can excel the value of direct sun rays.

It proves the value of doing something constructive with what Nature provides. The labor involved in caring for a garden may seem like hard labor, even drudgery, until the mature product is ready for the table. Then you see something wonderful in this result of your own efforts and the labor involved now seems like play.

I doubt if there is a person living who has forgotten the thrill he experienced upon his first visit to a farm. Allowing a child to assist in the care of a garden can provide a similar reaction. It teaches him to do something worth while and in the form of play in the sunshine.

If one has not read in recent years of better balanced meals because of more and better vegetables it is surprising.

Dieticians of our Extension Service, our food councils and those affiliated with service groups (like the suppliers of gas and electricity) have done a grand job. Their advertising releases

to our press, radio and magazines show that the various vitamins, prescribed by the medical profession as essential, are contained in vegetables.

It is not necessary to grow all varieties of vegetables to be successful. It is wise to choose only those the family desires and which are adaptable to your garden plot. Use commercial fertilizers if needed upon a well prepared seed bed. It is most essential that only good seeds be used and time should be taken to sow them as directed. It is only a matter of a few days before you see the first signs of life. Consider the weeds when they appear as your enemies and treat them accordingly. The same applies to plant diseases and insects which like your home garden, too.

Grow quantities to supply your needs for fresh vegetables and remember that all the best flavor is there because the vegetables come direct from your garden to the stove.

It does not take much time to plant and care for a few more seeds, so if you can, grow extra supplies for preserving by the modern processes of canning or freezing, either through use of a home freezer if you are the fortunate owner of one, or rental of space in a freezing locker. Vitamins are as essential, and possibly more necessary, in winter as in summer. When the well-known New England winds howl, snow banks pile high, and traveling to the store becomes hazardous, your well supplied storeroom will give you satisfaction and you will feel rewarded.

(Continued on page 33)



MR. BURDICK of New Hartford stores cabbages, carrots and other vegetables in underground pit through the winter.

Personal Contact and the Labor Problem*

BY SHERMAN ROGERS

THIS ARTICLE, which is a digest of an address by Sherman Rogers, industrial correspondent of *Outlook Magazine*, given before a Rotary International Convention in 1923, is as hopeful and inspiring today as it was then.

Because industrial units have greatly increased in size during the past 25 years, the author's pointed observations and conclusions deserve even greater consideration by employers today than ever before.

I HAVE long noted, with a feeling akin to despair, that the average theoretical labor expert, especially those who have never had any experience with labor, treat this subject with great phraseology, confusing platitudes, and make it appear that the problem is extremely complex. Such is not the case. I will boil down my remarks on the platform to just four principles:

First, there are three sides to every question—your side, the other fellow's side, and the right side. I don't believe there was ever a question in either modern or ancient history where either side of a dispute was a hundred per cent right. The labor problem is no exception to the rule. Whenever the employer, or those representing his side, and labor, or those representing their side, get together and compare notes, they will find the right side; and they will find that neither one of them was ever one hundred per cent right.

Second, there was no man big enough yesterday, he isn't big enough today, and he won't be big enough tomorrow, to hate and reason at the same time. There is a whole Bible in that statement.

Third, 95 per cent of men, regardless of whether they wear broadcloth or overalls, want to play the game square. Lack of contact means lack of understanding. Those engaged in practically all disputes are absolutely sincere, but lack of friendly association breeds suspicion, which, in turn, breeds both fear and hate; and it is impossible under those circumstances to have a rule of reason.

Fourth, foremen have played the greatest part in American industry; and the trouble with a great many foremen

is that many of these under-executives, as Douglas Malloch says, "can only say 'well done' when ordering a T-bone steak."

I believe the ambitions of more workmen have been crushed, the good will and spirit of more workmen buried by indifferent foremen than all other causes put together.

I have had a great many years of experience with an ax, and on a choker wire in a Western logging camp, and I can say, from real heart-deadening experience that in the old school of foremen there were mighty few among them who applied the human element in their executive capacity; foremen who grew apoplectic because of the distance between commendations of their employer, who never even dreamed of walking down to a workman and letting him know that his efforts were appreciated.

Take the idealism from a man, and only a savage remains. He may be well dressed, well manicured, a smooth-shaven individual, but without ideals he is the same savage that formerly walked out with a knotted club and fought the tiger in his lair. That isn't all: He probably isn't as good a man as his ancestor of six thousand years ago.

The world is built on ideals. And that's what we have got to bring to the front in the relationship that must be established between management and labor.

No, I am not dreaming. Labor wants to be square. If labor follows the wrong leader it is not because they want to misunderstand, but it is because the right leader has been asleep at the switch and hasn't given the men a chance to understand him.

We condemn the agitator roundly and waste too much time talking about

him. He is only dangerous where the employer is at fault. He can only be the recognized and logical friend of the worker where the management has refused to extend their friendship—either refused or didn't think they had time enough to be friendly. It seems to me that if the employers would spend half as much time in cultivating the friendship, the respect, and the good will of labor that they do in fighting some labor organization, and most agitators, there wouldn't be a labor problem, and as far as the agitator is concerned, we would forget that he had ever existed.

I am not dreaming in that statement either. I will just give you a two-minute pen picture of what I mean.

I was in the Seattle shipyards, working as a helper, in 1917, when Charles M. Schwab made his tour of American shipbuilding institutions. I don't need to tell you what we thought about him. We had heard a great deal of him, yes. We had heard that he was a labor hater; a bloated magnate, if you will. He was certainly the right bower of Morgan, whom we considered, at that time, the arch enemy of labor in this country. If Mr. Schwab could have heard the remarks, especially among the common labor in the shipyards, that the announcement of his coming caused, I question whether or not he would have ever stepped into our plant. I certainly heard no commendation of Mr. Schwab. Vitriolic, vigorous denunciations, however, were aplenty.

The day for Mr. Schwab's appearance arrived. At 12 o'clock noon, when he stepped onto the platform erected in the Skinner & Eddy plant, four thousand men were closely packed in and around the speaker's stand; a pretty grim looking lot of men; and most of those men were as good hearted a bunch as ever wore overalls. I will never forget my own feelings as Mr. Schwab finally mounted the platform.

The first instant that the great steel man looked over the audience, it was apparent to every man in that bunch that Mr. Schwab really liked them. He

(Continued on page 29)

* Reprinted in digest form through the courtesy of the author and the *Rotarian Magazine*, in which the original address was published in August 1923.

Good Relations Begin at the Front Door

IN the everyday hustle to get on with a hundred-and-one jobs that desperately need doing, yesterday or certainly not later than today or tomorrow, about the easiest pitfall anyone can step into is to show irritation at anything or anybody who blocks, however momentarily, the completion of one of these "must" jobs.

The first harried individual is the information girl or man who sits in the reception room (or cubby hole, perhaps) of a manufacturing or other business office. In comes Mr. Whosis to see Mr. Whosis about a personal matter, and Mr. Whosis is up to the ears getting ready to take the next plane to close a big deal in Los Angeles. Anyway, he always likes to know what company his caller represents, so that he may have his mind cranked up for a proper reception. What shall I do "to win a friend, or at least not make an enemy for the Blank Co." is a real "poser" for even Miss Sunshine in a difficult dilemma like this. Then she talks over the phone in low tones with Mr. Whosis who shortly bursts forth to greet Mr. Whosis like a long lost friend. In about 2 minutes he learns the import of Mr. Whosis' rush; gets a tip or two and a later date, and moves on toward the elevator wishing there were more busy people in the world who were like Miss Sunshine and Mr. Whosis. He observed, too, that the waiting room was clean, cheerful, friendly and inviting to the visitor—wonders why more companies don't see the value of making first impressions lay up a big balance in the bank of "good will."

SCOVILL Manufacturing's Purchasing Office entrance. Jeremiah Shea, with Scovill 5 years, is the courteous guard on duty.



THE BEAUTIFUL entrance hall and lobby of Edwards & Co., South Norwalk, manufacturers of electrical signalling devices, is patterned after the Colonial tradition. Miss Marjorie Micklas, receptionist, has been with the company 3½ years building good-will and creating a pleasant atmosphere for visitors.

We agree so strongly with Mr. Whosis and so seriously believe in the dollars and cents value of the actions of Miss Sunshine and Mr. Whosis, that we asked several of the large number of our member companies who have a reputation for being courteous to callers to send us photos of their lobbies or waiting rooms and photos of their receptionists, if such were available, for publication in *Conn-*

nnecticut Industry—all as a fitting reminder that "good relations begin at the front door." Much as we believe that many other companies in Connecticut fully realize and carry out to a high degree their belief in the value of "comfort and courtesy" for all visitors, there are some who overlook it, and who are doubtless paying a heavier toll than they think for their oversight. While we cannot guarantee to publish

NORTHAM WARREN'S unique lobby wall has a map on glass by the celebrated mural artist, Ezra Winter. Receptionist in charge is Miss Dorothy Ennis.



photos of all the friendly and comfortable reception rooms and genial receptionists in Connecticut manufacturing plants, we shall be glad to attempt it if those who have justifiable pride in their all-round brand of courtesy, will forward glossy prints and brief data covering their receptionists and rooms similar to the facts presented here.

★ ★ ★

THE LOBBY in the Northam Warren building at Stamford was designed to give our visitors and employees an over-all view of our worldwide business, and at the same time provide decorative features in keeping with the highest traditions of the cosmetic business, President Warren explained.

To accomplish the first aim, the company installed directly opposite the front door, as you enter, a Mercator projection of the world on glass; the entire map being 28 feet long by 12 feet high. On the various continents are indicated in colors the cities, such as New York, London, Montreal, Sydney, Capetown, Rio, Buenos Aires, etc., where Northam Warren Corporation has actual branch factories and establishments. Other colors show the location of our plants where we assemble and carry stocks, and again in different colors are marked the countries and cities where we have selling and distributing agents. This map was designed by the celebrated mural artist, Ezra Winter, who created many of the interior and exterior decorations for the last World's Fair, and who, by the way, makes his residence in Canaan, Connecticut.

On the wall of the lobby directly opposite this world map is a mural by the same artist, Ezra Winter. This mural was built around a central figure representing the birth of Venus who, according to the Greek legend, sprang from the spray of the sea. Around two sides and across the top of the central panel is an arabesque decoration based on the history of cosmetics. This shows groups of figures representing different cosmetic epochs, such as that in ancient Egypt, China, Greece, India and Persia. France is at the top of the right side, and over the top of the main panel is a suggestion of the modern period in which cosmetics have really come into their own. Interspersed with these figures are smaller drawings showing the plants, resins, essential oils, etc., that are used in the composition of perfumes and cosmetics.



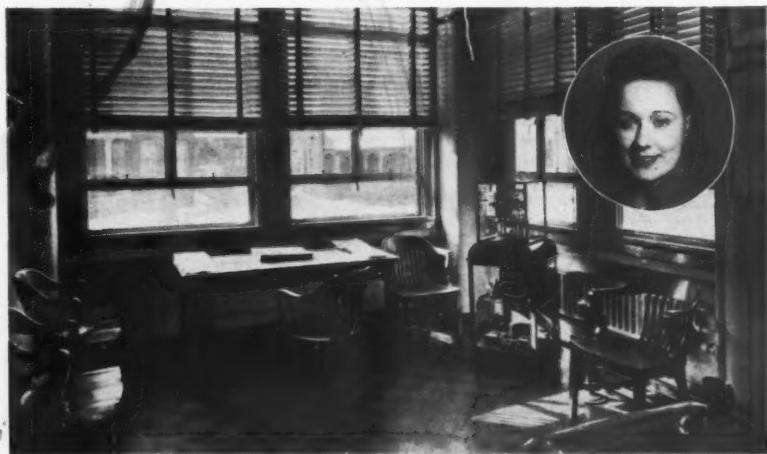
(Above) MRS. ELEANOR WHITE is the receptionist who meets the public at Colt's, Hartford. Waiting room (below), spacious and comfortable, opens off the lobby.

The Receptionist in charge of the lobby is Miss Dorothy Ennis, who has been specially trained for her work, and who has contributed largely to company goodwill through her tactful handling of guests. During the war, when the plant was 90% engaged

in war work, she made an enviable record by her handling of difficult situations and the large amount of extra traffic created by wartime conditions. She has been in her present position for six years, is enthusiastic about her

(Continued on page 30)

MISS GLADYS SPIELMAN, with 18 years service to her credit, is in charge of "front lobby courtesy" at Veeder-Root, Hartford. This company, like many others in Connecticut, finds that a pleasant reception pays big dividends in building and maintaining public goodwill.



The Cover



NEWS FORUM

This department includes digested news and comment about Connecticut Industry of interest to management and others desiring to follow industrial news and trends.

IN BRIDGEPORT, the factory buildings of Maguire Industries, Inc., at 1437 Railroad Avenue, containing about 145,000 square feet of factory space, are to be sold, it was announced recently by Charles W. Hildebrand, works manager.

The management announced that of the firm's 250 employees, about 175 will be immediately affected, while the balance will continue to be employed for six to eight months.

The decision to close the Bridgeport plant was brought about by "extreme difficulty in the procurement of materials necessary to maintain a balanced inventory which would assure uninterrupted production," according to company officials.

★ ★ ★

RUFUS N. HEMENWAY, for 20 years a vice president of the Fafnir Bearing Company, New Britain, died recently at Daytona Beach, Florida, six weeks following his retirement as an officer of the company.

Mr. Hemenway joined the New Britain firm in 1919, and was placed in charge of the company's plans to organize a division for the sale of industrial bearings. Several years later he was made assistant secretary, and in 1926 was appointed a vice president.

WALTER E. DITMARS, president of Gray Manufacturing Company, Hartford, recently announced the appointment of Justin H. Dickins as his executive assistant.

Captain Dickins, for many years closely associated with the development and production of mechanical and electrical appliances for the control of naval gun fire, served as chief of staff and operations officer on the staff of the Commander, Service Force, U. S. Atlantic Fleet. He is a graduate of the United States Naval Academy at Annapolis.

★ ★ ★

SALES REPRESENTATIVES of the Billings and Spencer Company, Hartford, gathered from Los Angeles, Chicago, Detroit, Philadelphia, New York and the New England states recently for a four days conference at the company's main office, to learn of the firm's new sales program.

The group was addressed by President R. J. Ahern, W. D. Endres, vice president and general sales supervisor, and K. W. Comp, field sales manager.

Billings and Spencer Company will seek a broad market in the hardware field for its line of tools. To meet requirements in serving this market, the company has set up unique counter dis-

APRIL WILL FIND many winter-weary industrial workers—members of management and labor alike—getting a new lease on life with a day's sport on any of dozens of Connecticut's beautiful trout streams of which the above is typical. Photo by Josef Scaylea pictures a section of the Farmington River.

plays and has developed new packaging for its products.

★ ★ ★

THE "PILGRIM TOUR" PROGRAM of the New York, New Haven and Hartford Railroad Company took a "reverse twist" recently, when the Road announced a new series of three, four or five-day package trips to New York City, with everything cared for, including hotel and entertainment reservations.

Previous "Pilgrim Tours" had been aimed at bringing people into New England for summer vacations or winter trips, but with the new program, New Englanders are being encouraged to visit the metropolis.

According to Road officials, tours may be arranged to start on whatever day of the week the traveler desires, with special rates in effect from New London, Springfield, Hartford, Meriden, New Britain and New Haven.

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THE ROCKBESTOS PRODUCTS CORPORATION, New Haven, played host recently to a group of members of the Connecticut Section, American Institute of Electrical Engineers, and their wives, in commemoration of the 100th anniversary of the birth of Thomas A. Edison.

The Institute's anniversary program, under the direction of L. B. Grew of the Southern New England Telephone Company, started a tour of the Rockbestos plant to allow the members, as guests of President A. G. Newton and Vice Presidents B. H. Reeves and H. O. Anderson, to view the manufacturing processes of permanently insulated wire and cable.

The tour was followed by a dinner and business meeting at which Ernest W. Davis, vice president of the Institute's Northeastern District, was featured speaker.

★ ★ ★

H. G. TERWILLIGER was recently elected president, treasurer and a director of Ernst Bischoff Company, Inc., of Ivoryton, manufacturers of pharmaceutical specialties, textile chemical specialties and industrial plastics, succeeding I. M. Bischoff, now chairman of the board.

Mr. Terwilliger joined the firm ten years ago after serving the Edward Ermold Company, makers of labeling machinery as director and assistant to the president.



H. G. TERWILLIGER

The company's Memphis, Tennessee plant, under Mr. Terwilliger's direction, operated exclusively for the War Department, manufacturing gas neutralizers and components of the Radio Proximity Fuze for which the company was awarded a Certificate of Achievement, "In recognition of exceptional accomplishment in behalf of the United States Navy and of merit."

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ious contribution to the national war effort."

Mr. Terwilliger is also director, executive vice president and treasurer of the Ivoryton Pharmacal Co., Inc., director and vice president of the 432 East 57th Street Corporation, and director and treasurer of The Barracks, Inc.

He expects to leave for Germany next month to serve as scientific consultant with the Office of Technical Services for duty in the British Isles, Germany and northwestern Europe.

★ ★ ★

PAUL B. FARNSWORTH, chairman of the board of directors of the Eastern Machinery Co., New Haven, died recently at the New Haven Hospital as a result of a cerebral hemorrhage.

Mr. Farnsworth was born in New Haven, the son of one of the city's former mayors. He received his education at Phillips-Andover Academy and Yale University, and upon his graduation from Yale entered the Eastern Machinery Company, of which his father was president. In 1929 he

became president and treasurer of the company, and last June was elected to the chairmanship of the board of directors.

Widely known as a sportsman, Mr. Farnsworth was particularly active as a deep sea fisherman, and owned deep sea cruising boats which he used on fishing expeditions along the Atlantic coast.

He is survived by his wife, a daughter and a son.

★ ★ ★

IN A RECENT COMMUNICATION to all distributors of Wiremold Raceway and Fittings, President D. Hayes Murphy of The Wiremold Company, Hartford, announced a price stabilization policy, with the company's current net price list continuing in effect "until further notice."

"Thank you for granting us the privilege of billing Wiremold Raceway and Fittings at prices in effect at the time of shipment," Mr. Murphy wrote. "Your compliance with our request has enabled us to carry on during the recent period of abysmal uncer-

tainty. We say 'recent' because we sincerely hope and really believe that we are seeing the dawn of something that begins to look more like normal business conditions."

★ ★ ★

HORACE R. GRANT, retired president and general manager of the Allen Manufacturing Company, Hartford, died recently at his home in West Hartford.

Mr. Grant joined the company 31 years ago, and in 1921 was elected to the presidency, a position he held until a year ago when he retired to become chairman of the board of directors.

A native of Hartford, Mr. Grant graduated from Hartford Public High School, and shortly thereafter joined the Hartford Machine Screw Company of which he was purchasing agent. He was very active in youth work, and last year completed 50 years' service to the YMCA.

He is survived by his wife, one son, Ellsworth S. Grant, vice president in charge of industrial relations of the company, and two grandchildren.

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JOSEPH M. BURKE has been elected assistant secretary of Taylor & Greenough Co., Hartford, after serving the printing firm for ten years as commercial and advertising artist, the last four of which he served as art director.

Other officers of the company are F. M. Taylor, president, R. W. Bidwell, vice president, W. R. Greenough, secretary and treasurer, and W. E. McGann, assistant treasurer.

★ ★ ★

A SCROLL SIGNED by General Chiang Kai-Shek was recently presented to E. C. Bullard, president and general manager of the Bullard Company, Bridgeport, "for a contribution of far greater value than you realize toward helping us solve our vast reconstruction program."

Mr. Bullard was one of a group of top flight industrialists to receive the thanks of China for training students in technology at a reception and dinner at the University Club of New York. The scrolls were presented by the Chinese Ambassador, Dr. V. K. Wellington Koo.

★ ★ ★

HAYNES L. EVERST, vice president of Arrow-Hart and Hegeman Electric Co., Hartford, was recently honored by President J. R. Cook, upon the completion of his fortieth year with the company.

Joining the company in 1907, Mr. Everst was soon afterwards transferred to the sales department of the firm's Chicago office, where he served for six years as western manager. In 1919 he became sales manager of the Hartford plant.

In March, 1943, he was elected vice president, and has been continuously in charge of the company's wiring device jobbing business.

★ ★ ★

TO COMPLEMENT THE SCOPE of its manufacturing activities in the production of liquified petroleum products for national consumption, Lynch Brothers, Inc., Pine Meadow, has recently established a modern brass foundry equipped with modern furnaces for melting brass and aluminum ingots.

To keep pace with the strides being made by the liquified petroleum industry as a utility which is effecting notable progress in the modernization of rural and suburban areas, Lynch Brothers, Inc., has expanded since V-J

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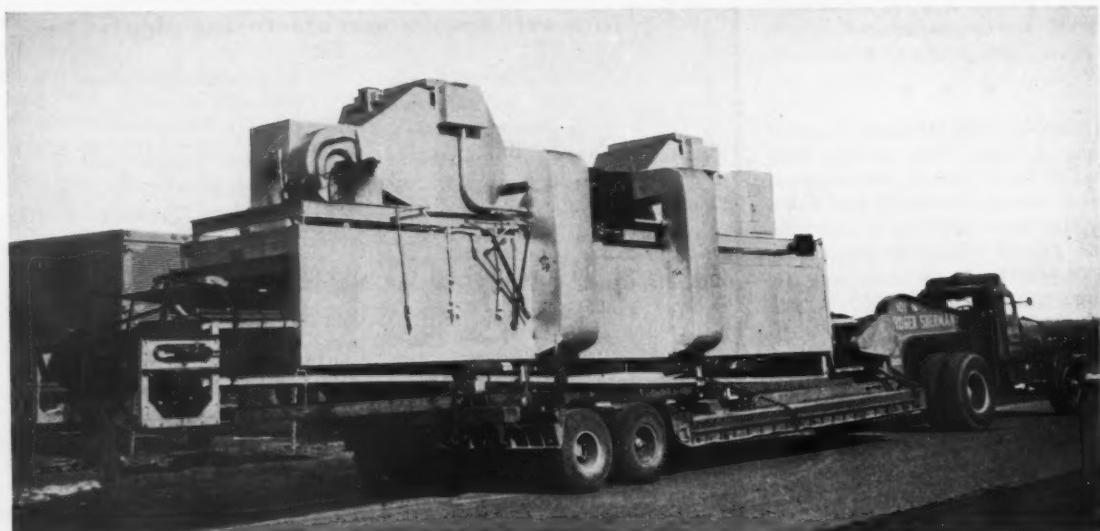
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Day to meet the demand of a nationwide market, with distribution in the 48 states, Canada and South America.

In addition to the foundry, the company also maintains a tool room and machine shop which makes it almost entirely self-sufficient for the majority of its tools and dies.

The actual management of the foundry is under the direct supervision of Thomas J. Lynch, Jr., treasurer of the company. The other officers are: President, Walter T. Lynch, and secretary, Robert T. Lynch.

★ ★ ★

JOHN BROWN COOK of Chicago was elected president of the Whitney Blake Company, Hamden, at a recent meeting of the board of directors of that company, according to an announcement made by Basil A. Hostage, treasurer.

Mr. Cook, formerly vice president of the firm, succeeds Frank Swayze, who died on January 4. Mr. Swayze's place on the board of directors has been filled by James W. Cooper, secretary.

THE APPOINTMENT OF Harry T. Burgess, supervisor of industrial relations at the Meriden New Departure Division, General Motors Corporation, to the post of personnel director, was announced recently by Milton L. Gearing, plant manager.

Mr. Burgess first became associated with New Departure in 1928, and a year later left to attend Rensselaer Polytechnic Institute. Upon his graduation in 1933, he re-entered the Meriden firm. In 1945 he was made supervisor of industrial relations.

He is a member of the Industrial Advisory Committee of the Meriden Manufacturers Association, and a member of the Home Club.

★ ★ ★

THE 1947 CAMPAIGN for funds for Waterbury's Community Chest will be under the direction of one of that city's leading industrialists, Arthur H. Quigley, president of The American Brass Company, who recently accepted the general chairmanship.

Associated with the brass company for many years, Mr. Quigley became its executive vice president in 1941,

NEW ASSOCIATION MEMBERS: JANUARY 1, 1947 TO MARCH 6, 1947

COMPANY	LOCATION	PRODUCTS
Bridgeport Plating & Polishing Works	Bridgeport	Metal Finishing Elec. Appliances and Equipment
Bridgeport Pressed Steel Corp.	Bridgeport	Cutlery Sheet Metal Specialties
Carpenter Products, Inc.	Bridgeport	Iron Foundry
Grilley & Haven Mfg. Co.	Bridgeport	Aluminum & Brass Sand Castings
Manufacturers Iron Foundry, Inc., The	Bridgeport	Electroplating
Peasley Products, Inc.	Bridgeport	Precision Ball Bearings
Superior Plating Company, The	Bridgeport	Furniture
Barden Corporation, The	Danbury	Fine Chemicals
Hamilton Company, Inc., The	Deep River	Polishing, Buffing, Tumbling
Chas. Pfizer & Co., Inc.	Groton	Slide Fasteners
S & W Metal Processing Co.	Hamden	Wire screens, doors and guards
Talon, Inc.	Hamden	Chains, Wheels & Hardware
Hartford Wire Works Co., The	Hartford	Clutch facings
Whitney Chain & Mfg. Co.	Hartford	Form Cutting Tools, Screw Mach. Prod.
Connecticut Asbestos Products, Inc.	Kensington	Centerless Grinding
Lake Mfg. Corp., The	New Britain	Cutlery
Aura Mfg. Co.	New Haven	Hand Tools
Majestic Silver Co., The	New Haven	Small Tools
Reliance Engineering Co.	New Haven	Elec. Lighting Equipment
Nutmeg Tool and Products	Norwich	Valves, Regulators, Gauges
Fullerton Manufacturing Corp.	South Norwalk	Frying Pans
Norwalk Valve Company	South Norwalk	Metal Finishing
Sputterless Pan Company, The	South Norwalk	Cutlery
Stamford Polishing Co., Inc.	Stamford	Metal Stamping and Wire Forming
Wallingford Silver Co.	Wallingford	Automatic Screw Mach. Prod.
U. S. Tack & Novelty Co.	Watertown	
Waterville Mfg. Co.	Waterville	

New ANNUAL RETAINER CONTRACT

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Recent wage increases, and the practical certainty of more to come, will soon eliminate profits for all but the low-cost manufacturers.

Higher prices can only delay this. Labor will be certain to demand higher wages proportionate to price increases. It is a basic economic truth—which has been all but forgotten during recent years—that in normal times high prices restrict markets, while low prices expand them.

The farsighted manufacturer will strive to put himself in a position where he will not have to rely on high prices for a profit. When the present backlog of urgently needed orders have been used up, low prices—quality considered—will be the most effective sales argument against competitors.

Many manufacturers are doing just that today by modernizing their management controls—Wage Incentives, Job Evaluation, Production and Planning, Cost Systems, Foremen's Bonus, improved Manufacturing Methods, etc.—with the help of Plocar Engineers.

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PLOCAR ENGINEERS

and four years later was elected to the presidency. He assisted in the organization of the Community Chest, and serves as a member of the board of directors and the budget committee.

★ ★ ★

CONNECTICUT LEADS THE NATION in the electrification of rural areas, according to statistics compiled by the Edison Electric Institute. According to the figures released recently by the Institute, electric power is available to 94 per cent of the 22,241 Connecticut farms recorded in the 1945 U. S. Farm Census.

A. V. S. Linsley, vice president in charge of sales for The Connecticut Light and Power Company, revealed that Connecticut's extensive rural electrification program, inaugurated about a quarter of a century ago, has been accomplished by the electric utilities of the state without aid from the Rural Electrification Administration or other government financing.

Farm leaders and their organizations, the Connecticut Public Utilities Commission, and the electric companies of the state are working in concert to quickly effect 100% electrification of the state's rural areas.

★ ★ ★

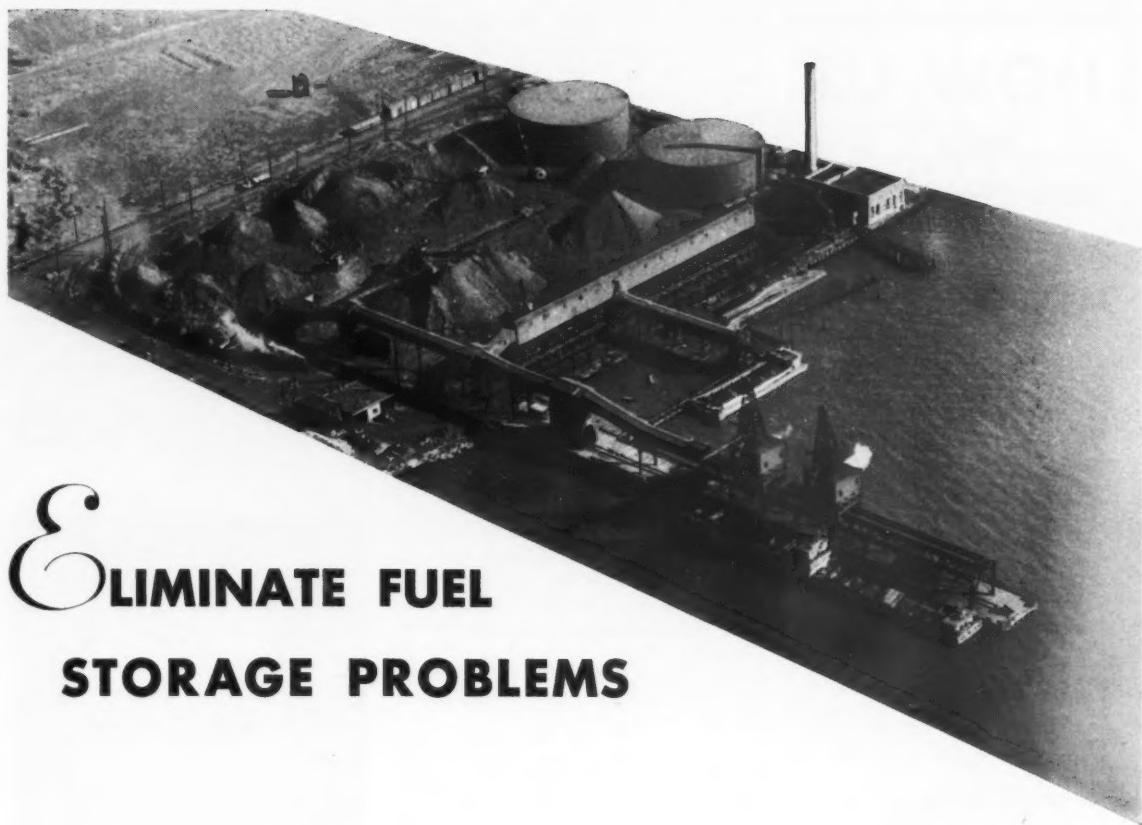
THE REMOVAL OF "EXTERNAL OBSTACLES" to good relations between management and its employees, was sought recently by Ira Mosher, chairman of the executive committee of the National Association of Manufacturers. "Do that," he told the Senate Committee on Labor and Public Welfare, "and employers and employees will determine their own relationships peacefully and effectively."

He listed the obstacles to be removed as follows:

1. Intervention by government, whether by compulsory arbitration, permanent mediation boards or politically-directed fact-finding.
2. Industry-wide bargaining and secondary boycotts.
3. Union objectives which conflict with employees' best interests and which result in strikes having nothing to do with wages, hours or working conditions.
4. One sided obligations and responsibilities under existing laws.

★ ★ ★

ELISHA H. COOPER, one of New Britain's leading industrialists, died recently in Daytona Beach, Florida, fol-



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lowing a brief illness. He was chairman of the board of directors of the Fafnir Bearing Company.

Mr. Cooper was born in Rockport, Massachusetts, and settled in New Britain when his father, The Rev. Dr. James W. Cooper became pastor of the South Congregational Church in that city. He was graduated from Yale University in 1892, and joined the E. E. Hilliard Company, a woolen mill in Buckland, which he served for 20 years.

In 1911 he became the first secretary-treasurer and general manager of the new Fafnir Bearing Company, New Britain, and became president shortly thereafter. Under his leadership the company grew from its original six or seven employees, to its present position as one of the three largest manufacturers of such bearings in the nation, with 3,600 employees.

Besides his wife, Mr. Cooper leaves three sons, Stanley M. Cooper, executive vice president of Fafnir; Ford Cooper, a Boston architect, and Richard F. Cooper, assistant works manager at Fafnir, and five grandchildren.

★ ★ ★

CLAYTON R. BURT, board chairman of Niles-Bement-Pond Company, Hartford, recently announced the resignation of Charles W. Deeds as president and general manager of that company, and the appointment of Frederick U. Conard, vice president of Underwood Corporation, to succeed him.



FREDERICK U. CONARD

Mr. Deeds, who will continue as a member of the board of directors of the company, stated that he finds it

necessary to devote full time to his widely diversified personal interests.

A graduate of Stevens Institute of Technology, Mr. Conard entered the Underwood Corporation in 1919 as chief engineer of the computing machine division in charge of product design and manufacture. He continued to advance through various positions and branches of the company, and in 1939 he became vice president of the corporation.

In addition to his varied business interests, Mr. Conard is active on a number of local and state boards and welfare institutions. He is chairman of the Board of Education of West Hartford, and a trustee of the Fairfield State Hospital.



DONALD S. SAMMIS, vice president and manager of the Bridgeport works of the Underwood Corporation, has been transferred as vice president and manager of the Hartford works, where he will succeed Frederick U. Conard.

A graduate of Sheffield Scientific School, Yale University, Mr. Sammis began his industrial career when he entered the Baird Machine Company plant in Stratford. He later served the Ives Manufacturing Company, Bridgeport, and the Griscom-Russell Company, New York.

In 1931 he accepted the town management of Stratford, and resigned that post in 1934 to become superintendent of the Underwood plant in Bridgeport.

Chester A. Dundore has been ap-

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recent meeting at the Hotel Statler in Boston.

The Committee, which was originally organized at the instigation of the New England Council, is made up of representatives of each of the New England states.

Mr. Ford was first appointed to the Committee by Governor Wilbur L. Cross, and has been requested by Governor McConaughy to continue to be Connecticut's representative on the Committee.

★ ★ ★

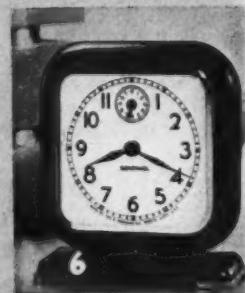
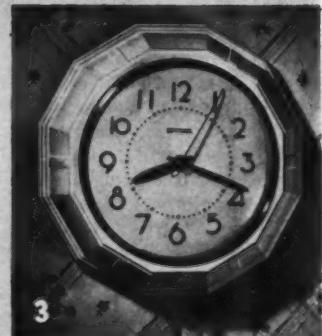
THE FIRST SIX ITEMS in a new complete line of spring wound and electric clocks and watches to be produced by The E. Ingraham Company, Bristol, during 1947, were introduced recently under the company's Sentinel line trademark of the "watch dog"—a champion shepherd.

The Sentinel line, which will ultimately include a complete line of popular priced watches and clocks, now comprises three smartly styled electric clocks (kitchen, desk and alarm), a one-day spring wound alarm, a new pocket watch and a new wrist watch.

★ ★ ★

CUPRINOL, INC., a Massachusetts company which manufactures and sells a chemical product bearing that name, has recently been acquired by the Ensign-Bickford Company of Simsbury, as part of that company's post-war diversification program.

A preservative against all forms of decay and fungus growths and a deterrent to insects and marine growth, the product is prepared according to a Danish formula and has had widespread acceptance in European mar-



THE FIRST SIX ITEMS in the complete line of spring wound and electric clocks and wrist and pocket watches, scheduled for production by E. Ingraham Co., Bristol, during 1947: (1) Cameo, the Sentinel ultra-smart new wrist watch; (2) Arlington, the new wood-case electric self-starting desk or table clock; (3) Mural, electric self-starting kitchen clock; (4) Lyric, miniature electric alarm clock with the 1-2-3 alarm; (5) Autocrat, the new Sentinel pocket watch; (6) Sultan, 1-day alarm clock with single wind for both alarm and time.

kets for a number of years.

Robert E. Darling, Ensign-Bickford's board chairman, is president of the new company, and J. K. Brandon, president of the Simsbury firm, will serve on the board of directors. Chief operating executive of the company will be David Murray, who has been closely associated with Cuprinol, Inc., since its inception.

It is expected that the manufacture of Cuprinol will be brought eventually to Simsbury.

* * *

AT THE HAYDON MANUFACTURING CO., Torrington, the adoption of an income and pension plan for employees has been approved by the board of directors.

The plan is based upon mutual contributions of employees and company, with the company making substantial contributions toward the cost. A new sickness benefits plan has also been announced recently, under which sickness and non-occupational accident disability benefits will be paid at the rate of half-pay beginning after the first week of disability and continuing during disability for a period of from four to 39 weeks, depending on length of service.

* * *

DESPITE SEVERE SHORTAGES of equipment, and increased costs of labor, fuel, materials and supplies, The Connecticut Light and Power Company enjoyed a successful year during 1946, President C. L. Campbell announced recently in the company's annual report to stockholders.

Colorfully presented in brochure form, the report enumerates the firm's successes during the last year and outlines a forward-looking improvement and expansion program for 1947.

"The future is one of promise and responsibility for our Company, our state and our country," Mr. Campbell said. "Conscious of the importance of our part in the development of Connecticut's future and aware of the challenges and responsibilities before us, we face with confidence and determination our opportunities for extended service to the public."

* * *

WARREN F. KAYNOR, president and treasurer of Waterbury Companies, Inc., Waterbury, died recently following a short illness.

Mr. Kaynor was born in Sanborn, Iowa, and was educated at the Hotchkiss School and Sheffield Scientific School of Yale University. He joined Waterbury Companies, Inc., then known under its old corporate title, The Waterbury Button Co., upon his release from the Air Corps after the first World War.

He became secretary and treasurer of the company in 1920, and president in 1930. He has been prominently identified with industrial activity in Waterbury, and in addition to heading the large plastics and buttons concern, he served on the board of directors of the Waterbury National Bank and the Waterbury Buckle Co. He was secretary of the Home Club and took active part in a number of civic enterprises.

AT FULLER BRUSH in Hartford, personnel changes in the advertising department have recently been announced. Arthur H. Patterson, who for the past 18 years has managed the company's advertising activities, has retired from active business, but will continue to serve the company in a consultive capacity.

J. E. Allen has been appointed to succeed Mr. Patterson as advertising manager. At the outbreak of the war Mr. Allen was representing McLean publications in New York, and later reported for active duty in the U. S. Navy and rose to the rank of commander. Previously, he operated his own agency where he pioneered the practice of supplementary service between advertising agencies and public relations firms.

Mr. Patterson, one of the veterans of American advertising agency practice, has been associated with Charles W. Hoyt, Street and Finney, and Matternach Advertising Agency before joining Fuller Brush.

* * *

THE APPOINTMENT of E. C. Nickerson as general traffic manager in charge of the traffic department of the New Haven Railroad, with headquarters at South Station, Boston, was announced recently by Frank J. Wall, vice president.

Born in Chatham, Mass., Mr. Nickerson is a graduate of Harvard University and the Harvard Business School. Following experience with coast-wise and inter-coastal steamship lines, he started service with the New Haven Railroad as traffic representative.

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No. 2

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February 1, 1947

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In December, 1945, he was appointed assistant general traffic manager, and held that position until his present appointment as general traffic manager.

★ ★ ★

JAMES S. DARCY, general manager of Seth Thomas Clocks, Thomaston, died suddenly recently in the offices of General Time Instruments Corporation in New York. Stricken with a heart attack after returning from lunch, he died before a physician could reach him.

Mr. Darcy joined the General Time organization of which Seth Thomas Clocks is a division, in 1934 as head of the auto clock and industrial sales department of the Westclox division. In 1941 he became general manager of the Thomaston plant.

★ ★ ★

AT THE ANNUAL MEETING of the Meriden Manufacturers Association recently, Robert W. Clark, treasurer of Clark Crafts, Inc., Meriden, was elected to the Association's presidency, succeeding John R. Sexton, president of J. R. Sexton, Inc.

Wallace N. Guthrie, president of Cuno Engineering Corporation, was elected vice president.

★ ★ ★

THE BOARD OF DIRECTORS of the J. M. Ney Company, Hartford, voted recently in annual meeting, on the election of W. P. Conklin, vice president and treasurer, to the presidency, filling the vacancy caused by the death of H. C. Ney.

Keith Smith, Jr., of Farmington, was elected vice president, and C. L. Heath, secretary.

★ ★ ★

THE CASE OF the electrical manufacturing industry for the outlawing of secondary boycotts being considered as part of new labor legislation before Congress, was presented by R. Stafford Edwards, President of the National Electrical Manufacturers Association, before the Senate Labor and Welfare Committee recently.

Mr. Edwards, who is also president of Edwards Company, Inc., Norwalk, described the boycott as the refusal of one union covering the installation of electrical equipment, for example, to install electrical construction materials which had been manufactured in plants whose employees are affiliated with

other, or competitive unions, or by different locals of the same national union.

The hearings were held by the Senate on Senate Bill No. 55, commonly known as the Ball, Taft, Smith Bill, introduced January 6, and containing remedial legislation entitled, "Boycotts and Other Unfavorable Combinations."

★ ★ ★

ERIC C. GYLLENSVARD, Export and New York Office Manager of Farrel-Birmingham Company, Inc., Ansonia, was killed recently when struck by lightning while in Sao Paulo, Brazil, on a business trip.

Mr. Gyllensvard was born in Sweden, and after completing his education at Cambridge University in England, joined the Standard Oil Company, first as petroleum engineer, and later as sales engineer in the service of this company's subsidiaries in China, India and Sumatra, following which he was engaged in exploration work in Peru, Argentina and Brazil. He joined the Farrel-Birmingham Company, Inc., in 1944.

BECAUSE THE DECISION between calling a strike to enforce union demands and continuing collective bargaining while men remain at work is frequently close, employers may wish to utilize this table in making known to employees the actual cost of strikes. If used in company publications or on billboards credit should be given to Dartnell's American Business, from which it was reprinted.

★ ★ ★

"**ECONOMIC PROGRESS REPORT NO. 1**" is a study of official Treasury Department Corporation Income Tax data, newly completed by national headquarters of the Tool Owners Union.

The report reveals that a mere \$1.23 per week was the extent of the wartime increases in corporate dividends received by the average stockholder, and that the average weekly earnings per employee rose from \$24.94 in 1940 to \$43.12 in 1945, a gain of \$18.18 per week per worker, or fourteen times the average weekly increase in dividends per stockholder.

Strike Lasts at \$1.00 Weeks	Cost to Worker per Hr.	TIME REQUIRED IN WEEKS TO REGAIN LOSS IF STRIKE BRINGS RAISE OF											
		4%	5%	6%	8%	10%	12%	14%	15%	16%	18%	20%	
1	\$ 40.00	25	20	17	13	10	8	7	7	6	6	5	
2	80.00	50	40	33	25	20	17	14	13	13	11	10	
3	120.00	75	60	50	38	30	25	21	20	19	17	15	
4	160.00	100	80	67	50	40	33	29	27	25	22	20	
5	200.00	125	100	83	63	50	42	36	33	31	28	25	
6	240.00	150	120	100	75	60	50	43	40	38	33	30	
7	280.00	175	140	117	88	70	58	50	47	44	39	35	
8	320.00	200	160	133	100	80	67	57	53	50	44	40	
9	360.00	225	180	150	113	90	75	64	60	56	50	45	
10	400.00	250	200	167	125	100	83	71	67	63	56	50	
11	440.00	275	220	183	138	110	92	79	73	69	61	55	
12	480.00	300	240	200	150	120	100	86	80	75	67	60	
13	520.00	325	260	217	163	130	108	93	87	81	72	65	
14	560.00	350	280	233	175	140	117	100	93	88	78	70	
15	600.00	375	300	250	188	150	125	107	100	94	83	75	
16	640.00	400	320	267	200	160	133	114	107	100	89	80	
17	680.00	425	340	283	213	170	142	121	113	106	94	85	
18	720.00	450	360	300	225	180	150	129	120	113	100	90	
19	760.00	475	380	317	238	190	158	136	127	119	106	95	
20	800.00	500	400	333	250	200	167	143	133	125	111	100	
21	840.00	525	420	350	263	210	175	150	140	131	117	105	
22	880.00	550	440	367	275	220	183	157	147	138	122	110	
23	920.00	575	460	383	288	230	192	164	153	144	128	115	
24	960.00	600	480	400	300	240	200	171	160	150	133	120	
25	1,000.00	625	500	417	313	250	208	179	167	156	139	125	
26	1,040.00	650	520	433	325	260	217	186	173	163	144	130	

Above answers calculated to nearest week. Calculations compiled by Meilicke Systems, Inc.

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crease efficiency in using tools, we have the basis for industrial peace and progress. . . ."

★ ★ ★

ARTHUR E. JONES of Simsbury, has recently been elected to the board of the Gray Research and Development Company, with headquarters at Elmsford, N. Y., according to a recent announcement by Walter E. Ditmars, president of the Gray Manufacturing Co., Hartford.

Mr. Jones is a graduate of Princeton University, and he studied electronics at Harvard University and M.I.T.

★ ★ ★

OFFICIALS OF THE HARTFORD-EMPIRE COMPANY re-

cently announced the election of F. Goodwin Smith as chairman of the board of directors and the appointment of Sixten F. Wollmar, formerly vice president, to be president of the company succeeding Mr. Smith.

Mr. Smith, who has been associated with the glass making firm since 1915, has served as the firm's president since 1927.

Mr. Wollmar joined the company as a vice president in January of this year, coming from SKF Industries where he was executive vice president. Educated at Columbia University and abroad, Mr. Wollmar served as president of SKF Steel Company in New York before becoming operating head of the Philadelphia bearing concern in 1942.

ISAAC JORDAN KUNIK

Patent Attorney

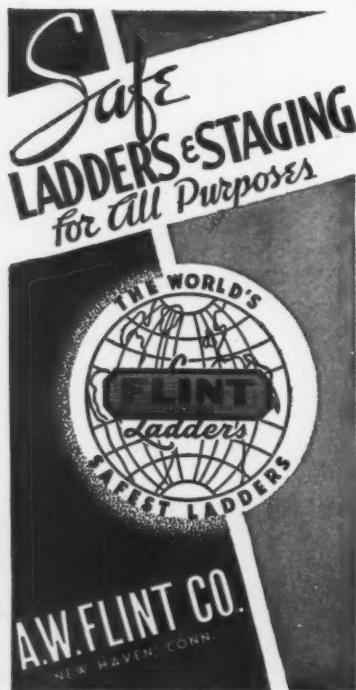
Mechanics — Electricity

Chemistry — Electronics

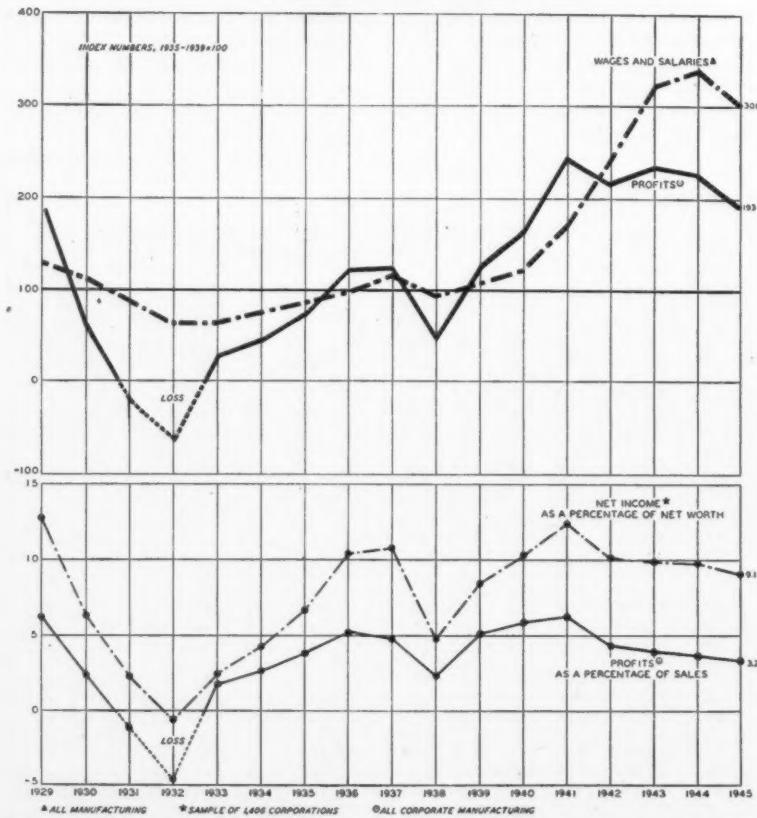
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PROFITS AND WAGES IN MANUFACTURING UNITED STATES, 1929-1945



Profits after taxes in corporate manufacturing reached a peak in 1941 when the total was 165% above the 1935-39 average. In 1945 the figure was 93% above the prewar average. Wages and salaries in all manufacturing did not reach a peak until 1944 when they were 230% above the 1935-39 average. In 1945 they were still 20% above 1935-39.

Profits as a percentage of sales also reached a peak in 1941 at 6.25%; by 1945 they had declined to 3.25%. A sample group of manufacturing corporations reported 1941 profits at 12.4% of net worth, as compared with 12.8% in 1929. In 1945 profits were only 9.1% of net worth.

SOURCES: U.S. Dept. of Commerce; National City Bank of N.Y.

ROAD MAPS PREVIOUSLY ISSUED
RELATING TO THIS SUBJECT:
NO. 437, 442 AND 572

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NATIONAL INDUSTRIAL CONFERENCE BOARD, INC.
207 PARK AVENUE, NEW YORK 17

ROAD MAPS OF INDUSTRY
WEEKLY CHART SERVICE
JANUARY 3, 1947
NO. 573

Personal Contact and The Labor Problem

(Continued from page 11)

didn't have to tell them so; they could see it. And then Mr. Schwab started to talk. He didn't make a speech. He didn't resort to high-sounding oratory. He didn't throw out a lot of meaningless phrases. He just got down and talked in exactly the same language that he would have used if he had a riveting hammer in his hand and was talking to a bunch of his fellow-workmen. He didn't try to impress them with how big a man he was; but he did succeed in impressing them with the fact that he was exactly the same flesh and blood, human, good fellow that they were. Mr. Schwab bared his heart. He tore aside the veil of misunderstanding. He destroyed at once the barrier of class distinction. That audience of four thousand men in overalls, with grease and paint on their faces, completely forgot during the thirty minutes the steel man talked that he was a rich man or a famous man.

When he finished his speech he received an ovation that few men have ever received. It was a wild ear-splitting yell of friendly approval, and the remarks after that speech—"Why, that's a real fellow; eighteen karat gold; no lead in his makeup at all."

I can epitomize the results of that address in a few words: Mr. Schwab stepped on that platform Charles M. Schwab, autocrat, millionaire magnet; he stepped off that platform, thirty minutes later, friend Charlie. And in that short thirty minutes he had destroyed the hatreds that agitators had been building for fifteen years.

The answer is simply *contact*. There isn't an employer living, if he really likes his men, that couldn't have delivered the same talk that Charlie Schwab did. It was a talk of monosyllables carried on in about the same tone and manner any business man would use in conferring with a friend.

I have noted all over America that wherever I found an employer who really likes his men, and means it, that employer has no trouble at all in conveying to them that he does like them. And those employers have mighty little difficulty in getting the whole-heart-

ed respect and cooperation of practically every man on the payroll.

I do not know why employers ever thought of getting respect by showing arrogance and indifference. Many of them did so. True, that class of employer is now disappearing from industry. The arrogant, indifferent employer fifteen years ago was in the majority. He is in the hopeless minority, however, now. In other words, the big thing that I want to get across is this: The employer generally has a strong personality. He has spent a lot of time selling his honesty, his fairness, and his personality to the banker, the wholesaler, the retailer, and the public. How much has he spent in trying to sell that same personality, honesty, and fairness to his workmen? I know what your answer is, and that answer is the cause of most of the trouble in American industry.

I can name places by the score in the United States that were ridden with strikes, where hatred and suspicion were rampant during the war and the first year or two after the war, where today there is no trouble, and there is better cooperation than they have ever had. A feeling of confidence and re-

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spect has taken the place of suspicion and hatred. That is due to the fact that these employers have taken off their coats, gotten right down in their plants, and have spent just as much time cultivating the friendship and respect of their men as they have in cultivating that same feeling among their business and social acquaintances. And the employer that has done this has been amazed at the difficulties labor is confronted with. They have been amazed that there were so many grievances that they formerly knew nothing about—little grievances that later grew into big ones, and then grew into strikes, with more hatreds.

Good Relations Begin At the Front Door

(Continued from page 13)

work, and prefers to wear a smart civilian uniform to take the place of the military police suit she formerly wore. Company badges are given to visitors and they are invited to sign the guest register. This formality does not seem to create any objection, and

serves to provide a useful record of the dates of our visits from customers and suppliers.

★ ★ ★

EDWARDS & COMPANY of South Norwalk, manufacturers of electrical signaling devices, have indicated their strong belief in the value of appearance of not only the inside of the plant but also the outside as well. The beautiful entrance hallway and lobby follows out the Colonial tradition, giving the appearance of quiet restfulness to the visitor. Miss Marjorie Micklas, who has been with the company over 3½ years, builds goodwill for the company by her pleasant manners and fine personality—a fact that has been proved by many favorable comments passed on to company management by those who have visited the plant.

She came to the company after having one and one-half years training with the Southern New England Telephone Company — another strong champion of courtesy.

★ ★ ★

MRS. ELEANOR WHITE, a five-year employee of Colt's Patent Firearms Mfg. Co., Hartford, is the receptionist who meets the public with

BOOTS ON COWS!

Until General Electric experimented with Lightning, knowledge of lightning had not increased materially since Ben Franklin. In the interim, fallacies grew and sound theories were born of observations. Most interesting is the custom of boots on cows. Farmers wearing rubber boots noticed that they were unaffected during severe storms while their cows were knocked down or killed. One farmer tried boots on his cows and found them to have the same immunity as he. The boots acted as shields, making it impossible for lightning to pass through their bodies.

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LIGHTNING. MODERN LIGHT-
ROD SYSTEMS DRAIN OFF
THESE CHARGES

BROWN
LIGHTNING PROTECTION
HARTFORD
NEW HAVEN BRIDGEPORT



LOBBY and waiting room at the American Brass Co. main office in Waterbury. "Good relations begin at the front door" has long been a keystone of this well known company's policy of dealing with the public.

charm and grace in the company's spacious lobby and waiting room in its comparatively new and modern office building.

A graduate of West Hartford High School and Culver-Smith School, with a year's study abroad, Mrs. White is well equipped to welcome not only the rank and file lay visitor who crosses the Colt threshold, but also officers of high military rank, and foreign visitors of distinction who visit the plant. During the war she met and introduced to the Colt's Museum many distinguished military and other visitors from far off places such as China, Egypt, Africa and other countries.

Scarcely a day passes when she does not meet interesting visitors from near and far, upon whom she makes a favorable impression for Colt's.

★ ★ ★

ALTHOUGH Scovill Manufacturing Company, Waterbury, does not maintain reception rooms in the same sense as the other companies mentioned in this "picture and caption" story, it does have courteous guards on duty at two cheerfully and comfortably furnished plant entrances, who make arrangements for "qualified" visitors to meet proper company officials in any one

of a number of well-maintained private conference rooms, or in the private office of the proper official.

Jack Phelan is the well-mannered and efficient guard on duty at the main entrance, 99 Mill Street, Waterbury, and Jeremiah Shea is the efficient but courteous guard on duty at the Purchasing Office entrance. Mr. Phelan, who has just recently returned from several years' Army service, has served the company for 10 years, and Mr. Shea for five years.

★ ★ ★

MISS GLADYS SPIELMAN, a veteran of 18 years, is in charge of "front lobby courtesy" at Veeder Root, Inc., Hartford. Her record matches the company's sincere desire to give prompt and courteous attention to all visitors. The waiting or reception room is implemented by comfortable seats and a wide diversity of magazines of interest to callers.

★ ★ ★

UNFORTUNATELY the photo of the receptionist at American Brass Company, Waterbury, was not available, but the quality of the reception is on a par with the beauty of the main office reception headquarters.

New Frontiers In Communications

(Continued from page 7)

development which had been initiated in 1938. Fundamental proof of the practicability of recording by means of a combination recorder and playback head and with the use of a paper-thin plastic disc had been established. The elimination of all compromise with recording quality by the discovery of the means of operating a record at a constant optimum linear speed per minute opened up entirely new horizons for the recording industry. The combination of compactness and ruggedness in electronic operation had also been foreseen through the research program starting in the pre-war period. Thus, the Gray Company was able to produce without delay a machine for Navy use in war and in peace. The machine developed will operate in any position under conditions of severe shock and will withstand the stress of rapid and extreme climatic change. The Navy contract is now complete. A machine designed for commercial use incorporates the Navy standards of

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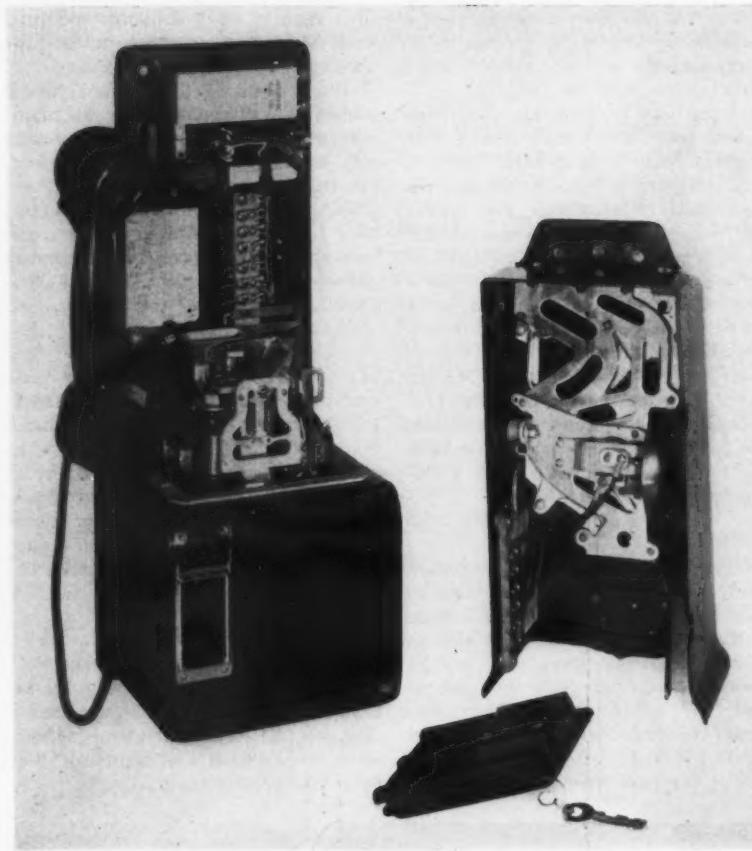
- Experienced in all phases—copy, layout, photos, production, media, direct mail publicity, promotion, exhibits, trade shows.
- Catalog expert—can personally execute every detail from conception to finish—design, layout, writing, type specification, exact copy fitting, engraving, printing.

His background includes direct selling, retail advertising, wholesale promotion, publicity and industrial advertising (domestic and international). He's a working executive now 38, with a wife and child. And because his change is necessary he will make his price fit your job.

*Inquiries are invited
for personal interviews*

Box PDS-3

Connecticut Industry



THE FAMILIAR PAY STATION telephone produced in Hartford by The Gray Company since 1891.

quality and it is also beginning its service to business in many fields of endeavor.

The present model Audograph coming from the factory is designed primarily for office dictation use and is going into the channels of distribution as rapidly as mass production techniques can provide the equipment.

In accordance with the basic plan and the challenging nature of the work

which has always characterized the activities of The Gray Manufacturing Company, there will be other communication machines. These plans envision the Audograph effecting a complete change in the practice and in the methods not only of recording, but of transmission and presentation of human thoughts, decisions, and the records of man's efforts and accomplishments through the spoken word.

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TEETH & HOBS**

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SCRAP



25X

175 D.P. — 15 TEETH

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BRIDGEPORT 3, CONN.

**Stockholders as a
Vital Influence**

(Continued from page 9)

Liquid Carbonic	None	5,329	*†7,500
Lockheed Aircraft	None	2,429	9,333
Mallory (P. R.)	None	495	1,950
Martin (Glenn L.)	‡7	1,715	10,600
Micromatic Hone	None	350	909
Nat'l Bank of Detroit	None	1,667	*8,185
Nat'l Distillers Prod.	None	13,318	21,385
Nat'l Fuel Gas	None	4,889	*†14,000
North Amer. Aviation	None	26,433	29,968
Pittsburgh Pl. Glass	None	5,666	12,030
Quaker State Oil	None	1,175	2,234
Reynolds Metals	None	*4,696	*7,310
Schenley Distillers	None	5,322	8,507

Servel, Inc.	None	*7,379	*†14,000
Solar Aircraft	None	372	3,628
Sonotone Corp.	None	*3,000	*5,094
Sunray Oil	None	3,992	*31,100
United Aircraft	None	22,559	*43,200
United Air Lines	None	19,500	*†24,000
U. S. Ind'l Chemicals	None	*3,200	*3,800
Vanadium-Alloy Steel	None	570	1,185
Woodall Industries	None	*800	*2,550
Zonite Products	None	2,573	3,400

* Including preferred stockholders. † Partially estimated. ‡ Before public offering of stock.

On top of these are the companies which came into being, or passed into public ownership, since 1936. Here are some examples:

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GROUND GEAR TEETH
GROUND SPLINES
GROUND CAMS
BROACHING**

For full details write:

**The Hartford Special Machinery Co.
Hartford, Conn.**

Tenn. Gas & Trans-	mission	None	None	7,575
Whitman (Wm.)	None	None	†1,200

* Including preferred stockholders. † Estimated.

There appears justification for estimates that there are now around 20 million stockholders, not including U. S. Government security holders, in America today, which compares with 16 million farmers, 12.8 million union labor members and 11 million veterans—truly, stockholders are a vital influence!

**Health Building Program
for Industrial Workers**

(Continued from page 10)

The war is over. But economic problems remain unsettled and the elements of Nature still materially affect our food supply.

The value of gardens is recognized to such an extent that the National Garden Institute deems it a good investment to award trophies to leaders of communities that encourage home gardeners.

In addition to all the good reasons for having a home garden, I suggest that you resolve today to have a "Health Garden" this year for your health's sake.

	Corporation	1926	1936	1946
Aldens, Inc.	None	None	*2,150
Am. Encaustic Tiling	None	None	3,600
Anchor Hocking Glass	None	None	*2,471
Beautanit Mills	None	None	†1,000
Botany Worsted Mills	None	None	*3,571
Chicago & Southern Air Lines	None	None	3,685
Colonial Stores	None	None	3,204
Diana Stores	None	None	†1,500
Emerson Radio & Phonograph	None	None	*†2,000
Foster & Kleiser	None	None	*1,608
Kaiser-Frazer	None	None	*38,000
Logansport Distilling	None	None	*914
Menasco Mfg.	None	None	*4,300
Nat'l Securities & Research	None	None	26,250
Piper Aircraft	None	None	*3,600
Republic Aviation	None	None	4,263
Security Insurance	None	None	*3,100
Skelly Oil	None	None	*3,200



MRS. ALBERT ROCHEON, Norwich, wife of garden committee chairman, inspects some of her canned vegetables.

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INDUSTRIAL Relations — Law

By FREDRICK WATERHOUSE, *Counsel*

THE U. S. Department of Labor, Child Labor and Youth Employment Branch, has recently issued a pamphlet concerning hazardous occupations subject to a minimum age of eighteen years under the Fair Labor Standards Act. This pamphlet is known as Child Labor Series No. 27 and may be obtained by writing to the Department of Labor in Washington or from the Association.

It briefly outlines the occupations which have been determined to be hazardous by the Department of Labor. Minors under the age of eighteen years may not be employed in any of these occupations. They are: Order No. 1. Explosives — Manufacturing Occupations; Order No. 2. Motor Vehicle Occupations; Order No. 3. Coal Mine Occupations; Order No. 4. Logging and Sawmill Occupations; Order No. 5. Power-driven Woodworking Machine Occupations; Order No. 6. Occupations Involving Exposure to Radioactive Substances; Order No. 7. Power-driven Hoisting Apparatus Occupations.

The pamphlet sets out the scope of each of these orders and gives clear, concise definitions and interpretations concerning their practical application.

You will probably remember that Order No. 7 was issued last September and at that time we sent you the text along with a number of interpretations.

★ ★ ★

ONE OF THE MOST troublesome problems connected with the closed shop issue is what to do when the union requests the employer to discharge an employee who has been evicted from the union. The obligation of the employer to try to discover the reason for the eviction and then to determine whether such eviction were proper involves so many variables that

the employer must act at his peril. A recent case decided by the Circuit Court of Appeals for the 2nd Circuit points out some of the employer's difficulties and might be held to be a precedent in governing the employer's activities, but a slight variation in facts could alter the whole situation.

Briefly, the company had a closed shop contract with one union and was requested by this union to discharge an employee who had been evicted from the union for campaigning for a rival union. This campaigning began about three months before the closed shop contract expired and continued until after the contract had actually expired. The company complied with the union request and discharged the employee. The employee then filed a complaint with the NLRB claiming such discharge was an unfair labor practice. The NLRB held that such organizing activity was proper at that time because it was an appropriate time for the employees to seek a change in their bargaining representative. The NLRB further found that the purpose behind the union's request for the discharge was illegal and since the company had knowledge of the basis for this request, it should have refused to comply. Consequently, the company was ordered to reinstate the employee with back pay. The dilemma of the employer is apparent. If he discharges the employee under these circumstances, he runs the risk of being compelled to reinstate with back pay. If he refuses to comply with the request, he runs the risk of more serious trouble with the union if he attempts to question that his rights and obligations are not too well defined by the law and are subject to the caprice of an NLRB hearings officer, he is faced with the further practical problem of trouble with the union if he attempts to question its action.

The decision of the Circuit Court upholding the ruling of the NLRB does not answer but rather intensifies the problem of the employer.

★ ★ ★

THE NATIONAL Labor Relations Board has made many reversals of attitude regarding rights and liabilities of employers and unions in recent months. One of the more important of these is the present tendency to rule that unions have some obligation to bargain in good faith. This is brought about in a rather indirect manner by relieving the employer of an unfair practice charge in failing to bargain in good faith when the union's attitude or position makes it impossible for the employer to bargain. If the union insists on acceptance of its demands on a take-it-or-leave-it basis, the employer may refuse to bargain on such terms. If the employees then strike, they may be considered as no longer employees. If they do strike and the employer considers their employment at an end, the union will undoubtedly claim the employer is guilty of an unfair labor practice. Such a charge will not be upheld by the NLRB if it follows its latest ruling. The Board has determined that the union's take-it-or-leave-it attitude amounts to a refusal to bargain in good faith which "may remove the possibility of negotiation and thus preclude the existence of a situation in which the employer's own good faith can be tested. If it cannot be tested, its absence can hardly be found."

Another situation which may eventually be held by the NLRB to relieve the employer of an unfair labor practice charge for refusal to bargain is the insistence of the international union that certain features be included in the contract without allowing the local or the negotiating committee to alter or compromise such specified terms. This amounts essentially to a take-it-or-leave-it attitude regarding such terms and negatives bargaining in good faith. No employer should be required to grant any demands under such conditions and should be permitted to refuse to go through the motions of bargaining in good faith. Unless negotiators for both employer and employee have authority to determine what shall be eventually agreed upon, there can be no bargaining in good faith.



INDUSTRIAL DEVELOPMENT

By L. M. BINGHAM,
Secretary

We hear much these days about "economic stability" and the need for attaining it. From a careful analysis of what is generally meant by those who use that terminology, it appears that they are either groping for a means of keeping business from getting worse, or a method of freezing our economy at a point which will pose few problems that rob businessmen of many of the benefits of "off-the-job" leisure.

Our interpretation of "economic stability," which is shared by at least one prominent engineer, George Trundle, Jr., of the Trundle Engineering Co. of Cleveland, Ohio, is that economic stability is never obtained in a truly healthy economy. It prevails only in backward areas of the world where standards of living have not changed noticeably in thousands of years, such as in China and in India, or in countries where some sort of dictatorship attempts to eliminate by rigid controls the law of supply and demand, by telling the people what and how much to produce, and what to buy and how much. Even in these countries the law of supply and demand creates black markets which cannot be stamped out. Discovering that black markets cannot be eliminated by the severest methods known, Russia has legalized them so that the few Russians who have the means may secure at exorbitant prices, some of the products which are available every day to a large majority of rank and file Americans.

It has been proved over and over again, and quite recently by a survey of European countries, that our American ingenuity under the competitive system, is producing an even higher standard of living, while the controlled, or stabilized, economies of Europe are producing a constantly declining standard. Proof of the superiority of the American competitive or "unstable economy" is so overwhelming that we

should rise up and challenge with facts all unthinking talk about the glories of a "stable economy." We have far to go by way of improvement in our competitive methods before we sell the practical value of the "Golden Rule" application to all business, but let's not slide backwards into "stabilization" while attempting to move forward to greater plenty for ourselves and the suffering people of other lands.

★ ★ ★

BY THE TIME you read this there will doubtless be available in printed form a detailed account of the 4th

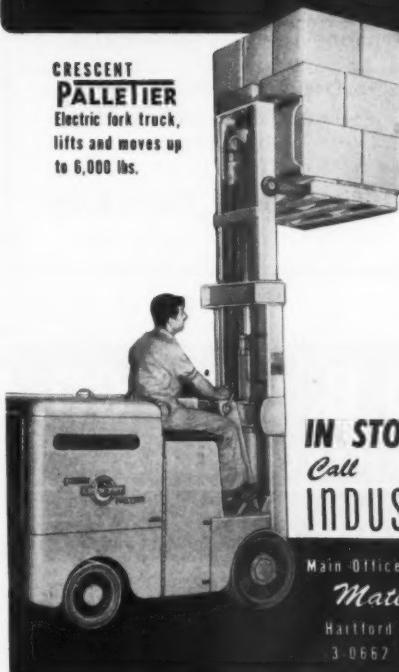
NAM Public Relations Conference. It was a noteworthy attempt to focus attention on the most pressing need of the hour—the launching of an educational program to sell our American way of life at the local plant level, the community level, the national level and the international level. Ably presented by Conference Chairman Howard Chase, Public Relations Director of General Foods, the program, participated in by over a dozen leaders in the field of public relations, "needed" more than 500 PR men and a good percentage of top executives from all parts of the nation, to roll up their sleeves and go to work to sell the fruits of American freedom before that dish was "passed up" for the sugar-coated and enticingly frosted viands now being set before the American people by the well-meaning planners and more vicious extremists who are attempting to create chaos and dictatorship through a gigantic barrage appealing to our emotions.

We shall not defeat this insidious propaganda by merely fighting back. We must develop a positive program of our own. It should be born of a sincere desire to keep open the avenues of freedom for all men, rather

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than merely to preserve our "profit and loss" system for whatever profit that may mean to the owners of American business. Once this broader desire to serve is reflected through the various channels of communication—from the boss to employees, to neighbors at home and across the nation and through our government representatives to other nations—we shall be moving in the right direction. By implementing our worthy objectives with deeds to match, we cannot fail. All this is easy to say, but much, much more

difficult to accomplish. And yet it is no more impossible than the licking of many of our war-time problems appeared to be when they were first discovered.

Conviction that this educational job must be done now if individual freedom, now vanished practically everywhere but in the United States and Canada, is to be preserved here and reestablished in other lands, is the first important step which must be taken by the heads of business enterprise. If they add sincerity of purpose and

contagious enthusiasm to conviction, they will find the necessary funds, manpower and techniques to do their part in this most urgent campaign that should command a first priority on the time of every top management executive in Connecticut and the nation.

If help is needed to organize your program or to find manpower to carry it out, write or call your Association. We don't begin to know all the answers, but have much in our minds, hearts and voluminous files that we believe will help you mightily in meeting the present challenge to freedom.

★ ★ ★

MANY OF OUR MEMBER companies have been holding "Open House" for employees and their families in recent months—a most logical beginning event in any organized program of employee and public relations. We have noted also that some companies have invited other groups including press, engineers and opinion making leaders of the community.

Because of the importance of educating teachers and students in the job opportunities of industry and business in the community, we suggest that plant visitations by teachers and pupils should be arranged by the leading industries and other business establishments in each community of the state.

Such tours, if arranged by local Manufacturers Associations or Chambers of Commerce, could easily include several industries or businesses over a period of two or three days, especially if written data about each company's background, products, policies and job requirements was prepared and distributed in advance to teachers and students. By such preparation, teachers and students would be well informed of the companies' objectives in advance, and would therefore be in a position to gain full understanding in less time with fewer questions, thus making it possible to visit more companies in a given period.

Teachers and students in high schools and colleges know altogether too little about job opportunities which exist in their own communities and states and what specific types of training are most necessary to prepare for those opportunities. They also have meager knowledge of the practical working of our economy on the factory level. If you need assistance to help you bridge that "gap of ignorance" in your community, your Association can be helpful toward that end.

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EXPORT NEWS

By RICHARD F. AMES.

Export Manager

ONE subject that is of vital importance and one which this column has from time to time devoted space to is the proposed establishment of an International Trade Organization under the United Nations. Over-all functions of the World Monetary Fund and the International Bank for Reconstruction and Development—arms of the Economic and Social Council of the United Nations—are generally known. The proposed International Trade Organization is to be another arm of that council devoted entirely to economic problems.

It will be recalled that the original draft of the Proposed Charter for ITO was written in 1945, was redrafted in London in the fall of 1946 by the eighteen nations involved, and is now or will be shortly the subject of further detailed discussions in Geneva. A further meeting is scheduled probably for next fall to develop a final draft which, of course, is subject to adoption by our Congress and the legislative branches of the other governments involved. The entire undertaking has been at the initiative of the U. S. Department of State and other executive branches of our Government.

When announcement was made in January that our Government desired to hear the views of individual indus-

trialists, trade groups and other interested parties, the Association's Foreign Trade Committee felt it absolutely necessary that manufacturers of Connecticut as a group express an opinion on the proposed ITO Charter. At the Foreign Trade Committee's February meeting in New Haven, Chairman Keeler appointed Mr. H. G. Farwell of Raybestos-Manhattan, Inc., Bridgeport, as chairman of a subcommittee to draw up an appropriate statement. On this subcommittee were: Mr. H. F. Beebe of New Haven, and Mr. E. B. Tracy, export manager of the American Brass Company, Waterbury. It was later enlarged to include Mr. H. W. French, vice president of the Bridgeport Hardware Manufacturing Company, Bridgeport, Mr. A. Bordes, export manager of the Bassick Company, Bridgeport, and the writer.

A final statement as approved by the Association is reproduced below. It was presented March 3rd in Boston before a regional governmental panel composed of Chairman Harry C. Hawkins, Minister-Counselor for Economic Affairs, American Embassy, London; Frank M. Shields, Chief, Commercial Policy Staff, Department of Commerce, and Commissioner Edgar B. Brossard, United States Tariff Commission.

PROPOSED CHARTER FOR AN INTERNATIONAL TRADE ORGANIZATION STATEMENT OF

THE MANUFACTURERS ASSOCIATION OF CONNECTICUT, INC.

Presented by Richard F. Ames, Export Manager, M.A.C.
to the Regional Sub-Committee of the
Executive Committee on Economic Foreign Policy
Boston, Massachusetts, March 3, 1947

The Manufacturers Association of Connecticut through its International Trade Committee wishes to record its general support of the International Trade Organization which has been

proposed as the commercial establishment of the United Nations. We believe this stand to be wholly necessary. The commitment of our Government to support the principles of the United

Nations and foster its growth is not without the enthusiastic support of its citizens and no less than the preservation of the American way of life and the maintenance of world peace is at stake.

Because neither of these cited objectives, not to mention others which are hoped for by all peoples, can be fos-

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419 FRANKLIN AVE., HARTFORD 1
LITHOGRAPHIC DIVISION OF
CONNECTICUT PRINTERS, INCORPORATED

tered without increasing and unfettered world trade, we consider the implementation of the proposed International Trade Organization to be of paramount importance. Such an organization can now more effectively deal with the problems adversely affecting the development of world trade upon which many nations must rely for their economic existence than can nations acting individually in their own national interests.

The Manufacturers Association of Connecticut comprises a membership of 1,200 manufacturers producing a wide diversity of products which cater to all classes of trade from capital goods to consumer and luxury items—the great majority of these products finding a ready market in all world areas. Many of our manufacturers have been active in world trade for long periods of time and therefore are aware of the many instances of discrimination, control, restriction, tariff requirements, exchange difficulties, and other specific barriers to the orderly and maximum flow of goods internationally.

We therefore support the proposed Charter notwithstanding a strong objection to several of its major aspects and a more moderate disagreement with many of its other provisions, all of which cannot be discussed here. Moreover, we note that of the eighty-nine Articles comprising the present Charter redraft, seventy-four were agreed upon by the Preparatory Committee meeting in London last October. There were fifteen Articles upon which no agreement was reached. In such cases, the text appearing in the published draft is that of the original

article of the United States Suggested Charter. Generally speaking, however controversial these may be among the conferring nations, we are not inclined to single out these Articles as a group for discussion or disagreement.

It cannot be truly said that Connecticut manufacturers as a group favor a low-tariff policy. In fact there are among us some who believe that the U. S. Government has in many instances reduced tariff duties to critical levels and that further reduction might spell disaster for certain industries or companies within industries. For this reason it is felt that some comment on the Charter provisions dealing with this subject is necessary. It is not intended to amplify the foregoing, however, since individual company views have already been presented to our Government's Committee for Reciprocity Information at its recent hearings on the forthcoming and concurrently-scheduled Reciprocal Trade Agreement Negotiations.

Apprehension exists over whether other Members may be in a position to override a U. S. rate of duty on a given commodity determined adequate and necessary by our Government after consultation with the industry concerned. Nevertheless, it is gratifying to note that the avowed operation of the international tariff-reduction program is to be on a selected basis; moreover that machinery is provided for appealing a tariff rate proved to be too low. We stoutly affirm that tariffs are free enterprise's means of justly regulating the international flow of goods. May the "enlightened" policy and its fulfillment be a judicious one for we are mindful to

obtain the reduction and elimination of other trade barriers, numerous U. S. tariff concessions will probably have to be made. We look now upon this as necessary, for exports must ultimately be paid for by imports, but under such a program whenever it is found that an industry of this country is being compromised, that industry must be able to seek and obtain relief in the form of a newly-determined adequate tariff rate.

In the matter of Restrictive Business Practices—otherwise termed cartel practices—we find that the charter draft adequately defines them and recognizes their sinister effects. Furthermore it provides what appears to be adequate machinery for detecting the existence of any cartel and reporting its operations to the Organization for appropriate action. These provisions of the Charter seem to be deficient only that they do not establish any positive means whereby the Members can be assured that those found to be engaged in restrictive practices will be prosecuted.

The Manufacturers Association of Connecticut makes no real distinction between private monopoly and those entered into by governments, however noble their cause may appear. Being unshaken in our faith in the free enterprise system, we see in the Inter-governmental Commodity arrangements—blessed by the Organization—a great danger—potential at least—to our national economy. Should private business in this country find itself pitted against a combine of governmental buying and selling agencies for very long, such a situation could easily gen-

(Continued on page 44)



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EMPLOYMENT NOTES

By JOHN P. AHERN

Executive Assistant

THE battered stepchild of the G. I. Bill appears to be on-the-job training which is provided for in title II of the bill. Much of the activity surrounding the entrance of veterans into this type of training has been attended by criticism, delaying red tape, and overstatement of the opportunities available. Looking for someone to accuse for the bogging down of the program is of no consequence. Everyone has a spoon in the pot and this includes employers, employees, and the agencies involved. For instance, shortly after V-J Day, employers were besieged by divers well-intentioned representatives of veterans agencies, all of them sincere but many poorly versed in the ways of industrial training. Although this condition has been rectified by a coordination of the activities of the agencies, there is a humorous side in the story of the call on a well-established machine tool company whose personnel director was blandly told his company should have an apprentice training program. The company had been operating one for forty-seven years.

Considerable adverse publicity to cause employers to shy away from the programs was generated by the public utterances of high veterans officials that the provisions of the bill enabled countless employers to use job training as a payroll subsidy. The employer was enabled to view himself objectively as being perhaps in the position of being publicly berated if he had instituted a program. If he didn't institute one, he might be held up as non-cooperative. No conscientious employer could afford to slip into this category. The result was uncertainty and delay on his part.

Another holdup in the program was in the apprentice training field where the standards set up by the state apprenticeship council impeded progress. Having no official status other than judging the merits of an apprentice

training program and certifying it, if adequate, to the Veterans Administration as such, this agency, nevertheless, elected to inject certain standards which some large employers considered extraneous. These employers were forced to secure approval of their programs directly from the Veterans Administration in Washington. This, no doubt, caused further delay and hesitancy in the acceptance of veterans training.

The hardest blow of all, however, was the confusion attendant upon the enactment of Public Law 679 by the 79th Congress. Congressman Stigler of Oklahoma had this to say on the floor of the House on February 19, 1947: "Following an urgent recommendation from the Administrator of Veterans' Affairs, the 79th Congress, in its closing days, hurriedly and unfortunately, in my judgment, enacted legislation amending this section of the bill. Not having the opportunity to hold hearings, which would have been most desirable, restrictive legislation was passed. A ceiling was placed on the combined earnings—that is, the Government allowance plus the wages paid by the employer—and the period of training was shortened. . . . In the

course of my investigation I talked to many individual employers—bankers, plant managers, garage owners, owners of retail establishments, and many others. I talked to literally hundreds of veterans, who were anxious to obtain this training. That the program is yet far from a success is clearly apparent."

The above would seem to be the opinion of official Washington. Yet, retention of the ceilings on subsistence allowances to veterans was urged by General Omar N. Bradley, Veterans Administrator, testifying before the House Committee on Veterans Affairs. General Bradley stated that if Congress does not provide some limit on these payments, he will be placed in a position of having the power to determine national policy through regulations of his agency.

"If the principle of the ceiling is repealed or too materially increased, I predict that employers will be subjected to great pressure to convert their production jobs into courses of training," he said. This pressure, he added, would in turn be exerted on State-approving agencies to influence them in authorizing a large number of new courses.

General Bradley told the Committee he believed Congress should determine how far the Veterans Administration should go in supplementing veterans' training wages. However, he warned that if payments are increased, Congress should also re-survey payments of other benefits, particularly the benefits now received by 2,186,000 disabled veterans. He pointed out that compensation for total combat disability is \$138 a month.

The Association has always taken the position that if a training program is a sound one, if there are adequate facilities for training, and if there is a

(Continued on page 44)

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ACCOUNTING HINTS

Contributed by the Hartford Chapter National Association of Cost Accountants to stimulate the use of better accounting techniques in industry.

THE story of the progress of accounting in general and cost accounting in particular is, in part, a record of slow but sure development of the recognition of "patterns of behavior" of costs and expenses. Many items of cost and expense which in former years have been considered "uncontrollable" expenditures are now controlled and budgeted with a high degree of accuracy. The trend is still, as it always has been, toward wider application of the principles of control, and the emphasis at present is being placed upon the measurement and control of items such as distribution costs, and maintenance.

Maintenance costs, in most cases, rank among the major expenditures which go to make up manufacturing overhead, but for the most part such costs are not adequately planned and controlled.

Some of the problems in forecasting maintenance expenses are:

1. Divided responsibility for the origination of maintenance work as between the maintenance and production foremen. The maintenance problem is beset with administrative difficulties.

2. The difficulty in establishing a basis for forecast, since maintenance cost does not necessarily fluctuate in proportion to the factors normally used as a means of measurement for other overhead expenditures, such factors as production volume, direct labor hours or dollars, etc.

3. The normal tendency to defer maintenance in periods of high productivity, so as not to interrupt operations.

It seems desirable that the responsibility for maintenance of departmental facilities should be placed squarely upon the shoulders of department foremen, since the maintenance foremen have little or no control over the usage of the facilities. Each department should be budgeted and charged for maintenance of its own facilities, thereby encouraging the foreman to exercise proper care of the facilities, and to see that all such maintenance is justified.

As to the establishment of a basis for planning maintenance expenditures, one approach would seem to be through an analysis of plant facilities into classes or types, followed by a study of the maintenance requirements of each type. In making such a study it would seem desirable to divide maintenance requirements into three classifications, as follows:

1. Regularly recurring cleaning, adjusting, etc.
2. Recurring replacements of structural parts of major units.
3. Major overhauls.

It would seem feasible to determine the frequency and extent of the three classifications of maintenance in relation to each of the classes or types of plant assets, and thereby establish a sound basis for planning of maintenance costs for the future.

Whatever the approach to the problem, however, there would seem to be little doubt that a detailed study of maintenance policy and its cost will bring to light many possibilities of savings and closer control of such expenditures for the future.

★ ★ ★

A CONTRIBUTION to thought on the problem of double taxation of corporate profits—as taxable income to corporations and as dividends to stockholders—is contained in "The Postwar Corporation Tax Structure," a study published by the Treasury Department.

Among the possible methods discussed to eliminate taxation of these profits at one of the two points, in whole or in part are:

1. Treating corporations in a somewhat similar manner as partnerships for tax purposes.
2. Establishing a tax credit for corporations on the basis of dividends distributed.
3. Considering corporate income taxes as withholding taxes for which stockholders would receive credit.

★ ★ ★

A SURVEY OF the National Industrial Conference Board points to the dangers inherent in a comparison of current profits with those of the war or pre-war period. That industry is free from the excess profits tax for the first time since 1939, and is operating at unprecedently high levels of production of civilian goods, tends to obscure the increasing extent to which business as a whole is dependent upon volume for profit. It is estimated that volume needed under current conditions to cover fixed expenses runs from 15% to 40% more than before 1941. There is a tendency among businessmen to feel that even a minor recession in volume will demonstrate the narrowness of margins being realized. The situation is aggravated by the present day inflexibility of costs—labor costs in terms of wage rates and productivity—and material costs because suppliers face the same conditions.

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FEDERAL LEGISLATION

By DANIEL B. BADGER

Attorney

NOT since 1933 have the eyes of the nation been turned with such interest and hope toward the work of Congress. In the past fourteen years the Government has made hundreds of new laws, and the majority has accepted the bad with the good, the extreme with the moderate, the unjust with the fair, because they remembered the hardships of the depression better than they could foresee the consequences of the laws and because the emergency of war seemed to justify any expedient. Now they realize that many mistakes were made, that our economic structure is out of balance. They feel, rightly or wrongly, that this condition is largely the result of ill-conceived legislation, and they wonder whether Congress will, or can, rectify the errors and restore the balance.

Labor Legislation

The legislators know that laws alone cannot establish good labor relations. But they also know that since 1935 the law, in promoting unionism, has not imposed enough responsibility on labor for the rights of others. Congress will not, therefore, deprive labor of the collective bargaining rights which it has acquired; it will only seek (1) to impose rules for the exercise of those rights—rules which were not thought necessary before the balance of power had shifted and (2) to subordinate the irresponsible power of labor organizations to the public interest. Three lines of approach are discernible in pending legislation:

1) *Restraint of Labor's Monopoly Power.* The chief targets here are the closed shop and industry-wide bargaining. These are the weapons by which unions can paralyze entire segments of the nation's economy to enforce their demands. But there is obvious reluctance, especially in the Senate, to tamper with such established practices,

for fear of provoking an outbreak of labor strife. A compromise is being sought whereby the abuses of monopoly can be curbed without outlawing them. Another form of monopoly power seems fairly certain to be prohibited, however, namely, the secondary boycott and the jurisdictional strike. Once a strike is used in issues not involving wages and conditions of work it becomes an instrument of coercion.

2) *New Machinery for Settling Disputes.* The legislators seem to believe that some new methods of adjudication can be devised for better settlement of disputes. Proposals here include a segregation of judicial and prosecuting functions of the NLRB, a Federal Mediation Board to take the place of the present Conciliation Service, and compulsory arbitration in cases affecting the public interest.

3) *Equalization of Bargaining Rights.* Freedom of speech for employers, the right to sue unions for breach of contract, and an obligation on the part of labor representatives to bargain collectively, are among the proposals in this category fairly certain to be adopted. A necessary corollary, not yet certain of adoption, is the loss of employee status under the Wagner Act by those who violate their contract of the law. Without this, an employer could not discharge employees who did not live up to their obligations.

Portal-to-Portal Measures

There has been little doubt since Congress convened that a law would be enacted to relieve industry of portal-to-portal liability. Both Senate and House agree on the immediate question of portal-to-portal pay—that is, would prohibit suits for non-productive activities not customarily counted as working time in computing wages. But the House would go further and eliminate all types of retroactive liability,

giving an employer the defense of reliance on administrative interpretations under any circumstances, and placing a one-year limitation period on suits for back wages. The Senate so far has not cared to set up protection against anything but strict portal-to-portal time claims and feels that a two-year period for bringing suits should be allowed. Constitutionality of any such law is in doubt, however, since it retroactively affects existing "claims," if not "rights."

Tax Cuts and the Budget

When the Legislative Budget Committee concluded that the President's budget could be cut by 6 billion, it was obviously impossible to make a thorough audit of proposed expenditures. It was no more than a statement of purpose, reflecting sentiment of the electorate that the paternalistic philosophy of government spending must be arrested. The House accepted the figure, not out of any logic as to facts and numbers but with the conviction that a firm statement of purpose would show a way to its achievement. The Senate, in reducing the cut to 4.5 billion, refused to tie its own hand until it could be shown how the larger cut could be made.

The 20% tax cut depends on the outcome of the budget battle. With 2.6 billion pledged for debt reduction by the Senate, only a portion of the promised tax relief can be achieved. And even then, political pressure for low bracket relief seems likely to modify Knutson's "across the board" plan, even though most wise people know it would produce more revenue.

Tariff Reduction

Senate Republican leaders, whose party is traditionally on the side of high protective tariffs, have agreed to a plan with the President which would permit negotiation of new tariff and trade agreements but would require inclusion of an "escape clause" in all agreements allowing either party to withdraw if the particular reduction were found to be working undue hardship on a domestic industry. The determination of "undue hardship" would be chiefly in the hands of the U. S. Tariff Commission. The President has issued an executive order giving effect to this plan, and it is believed that this compromise will head off further restrictive legislation, at least until after the trade conference.

PURCHASING NOTES

Contributed by the Purchasing Agents Association of Connecticut, Inc., affiliated with the National Association of Purchasing Agents.

Price Troubles Ahead

How far is the Federal Trade Commission preparing to go in forcing a uniform system of "f.o.b. mill" prices, even though told time and again such regulation would completely upset the accepted methods of doing business in many industries and result in serious economic dislocations?

The Commission's pet peeve, of course, has long been the *basing point delivered price*, even where such prices are figured from a relatively large

number of producing points (as in steel and the cement industry). But, its aim also goes one step further; it now wants to outlaw the *uniform delivered price system*, and these two steps, if taken together, would give practically all industry an f.o.b. mill pricing system.

To refresh your memory on the difference between the two price systems which are under attack:

A basing point delivered price is the sum of a selling price at a given point plus the cost of delivery therefrom to the buyer at his destination. There may be one or several basing points. The price does not neces-

sarily result in a uniform price for competing buyers, and it does not give a uniform net price to the mill. A uniform delivered price is an identical price for the same quantity of a commodity for all buyers in the same class and area, in the calculation of which a so-called "average" delivery cost for the area, region or zone is used. Under this system, competing buyers pay the same price—but the net price received by the seller differs because, in some instances, the delivery charge used is more than the actual transportation cost for a shipment (phantom freight), while, in other instances, the average delivery charge computed in the price does not cover the higher freight charge to an extreme point (freight absorption).

If you eliminate these two pricing practices from the industrial field, all you have left is f.o.b. mill pricing. FTC's actions from "Pittsburgh-plus" down to the National Lead case, which has not yet reached the courts, indicate a belief that the present laws can be interpreted to bar delivered prices in interstate commerce and, so, force the use of f.o.b. mill prices.

Under the Patman Act, all customers must be given the same price and terms on similar purchases, making only due allowance for difference in costs. Of course, that was aimed at large mass distributors such as chain stores and mail order houses. They had been receiving advertising allowances, brokerage allowances where they dispensed with the wholesalers' function, etc. Those so-called discounts or rebates were outlawed as being unfair discrimination.

That definition of unfair competition seems to be backfiring on industrial price policies through an interpretation by FTC, that a *uniform net price to the seller* is the only price that prevents discrimination between and against customers. The claim seems to be that a freight charge or allowance can be just as discriminatory as an advertising allowance or a brokerage discount—and maybe they have something.

If a seller has to charge the actual cost of delivery in each individual transaction, that is f.o.b. pricing, regardless of how the Commission's experts serve it up. But, spelling actual cost of delivery backward gives you f.o.b. mill, and that's also in the law.

When it comes to SELLING in actual cases, industry holds the important price is the PRICE THE CUS-

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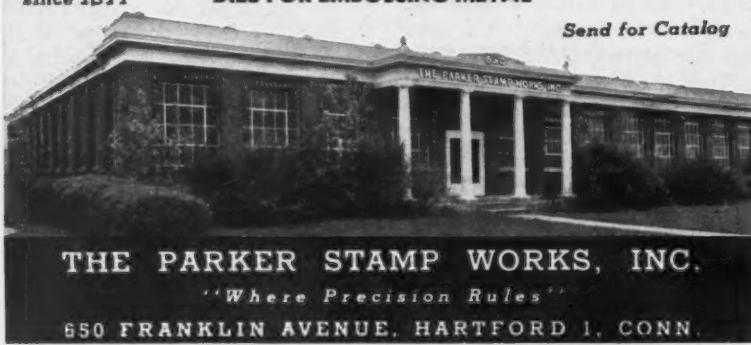
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This point the Federal Trade Commission apparently is not willing to accept, as it does not make due allowance for differing delivery costs. That's at the bottom of the present controversy. And, even more important, that's what will cause serious trouble in industry a few years from now if FTC has its way in two present cases: the Cement Institute case and the National Lead case.

The issue in the Cement Institute Case is the *multiple basing point delivered price system* which, in the opinion of the FTC, is based on so much systematic freight absorption that it constitutes discrimination and is used as a price-fixing device.

This case goes beyond the two so-called "glucose" cases (Corn Products and Staley) because they involved only a single basing point. In the glucose cases, the Supreme Court knocked phantom freight out. The most important legal question involved in the cement case is the status of systematic freight absorption, as distinguished from charging phantom or imaginary freight.

There can be no doubt that the Supreme Court decision in the cement case will mark one of the most important keystones in the evolution of pricing practices.

In the National Lead case, which has not yet reached the Courts but is now before the Commission, FTC is challenging the legality of the uniform delivered price system by competing manufacturers of a class commodity on a zone basis.

FTC lawyers believe it is extremely difficult to prove "the absence of collusion" where several sellers make identical prices and some of them absorb freight charges in order to be able to compete with those who are selling in their own backyards.

Lawyers for industry claim that Congress and the Supreme Court never meant to outlaw a pricing system, as discriminatory, merely because it resulted in uniform prices for competing buyers.

As far as competing buyers are concerned, these lawyers say discrimination exists only if, conditions being equal, one gets a better price than the other. Said the Supreme Court in the Staley case: "A price discrimination is measured by the difference between the high price to one purchaser and the lower price to another."

That's why the business lawyers claim a uniform delivered price is not illegal under Section 2 (a) of the Clayton Act as amended by the Robinson-Patman Act, because such a price does not involve a difference in price to competing buyers. On the contrary, such a price is precisely the same price for the same quantity of the same commodity to all buyers in the same class and area. But it does not make due allowance for difference in cost as also provided for in the Patman Act.

Think for a minute what would happen, in case of obligatory f.o.b. mill pricing, to those companies in a position to compete successfully only because they can take advantage of present "processed in transit" rates.

Whether it be a flour mill in-transit which competes for export business, or a steel fabricator in Kansas, Oklahoma or Texas, wouldn't they both be out of luck if they had to pay for their production materials on an f.o.b. shipping point basis and then sell their own products likewise f.o.b. plant?

How could a small fabricator or processor anywhere hope to compete against the big ones, at basing points, whose prices now furnish an umbrella?

The result might be a trend toward concentration of fabricating facilities

at the big raw-material producing centers and this, in turn, could tend to drive up prices for the consumer. So, what begins as a big drive toward more price protection for small business and the consumer, might end up as just the opposite.

The consumer might not get the lowest possible price under that system. Each seller could hold his own price just low enough to keep the other fellow out of his backyard but also be sure to stay as high as competition will allow.

Even more important, however, the economy would lose many of the benefits of large production units. Take cement, as an example. As things are now in that industry, there is a great amount of competition between plants because they can successfully ship into each other's territory. What would happen if basing point delivered prices were to be outlawed? The individual plant could effectively eliminate outside competition by holding prices just below that of competitors. That, of course, would really amount to a monopoly position and it could result in higher prices and higher profit margins.

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BUSINESS PATTERN

A comprehensive summary of the ups and downs of industrial activity in Connecticut for the thirty day period ending on the 15th day of the second previous month.

NEW postwar highs for both the Connecticut and national indices of general business activity were registered for the month of January. The Connecticut index advanced 5 percentage points to an estimated 52% above normal while the national index rose 7 points to plus 35%.

Contrary to seasonal expectations, a noticeable increase occurred in manufacturing employment during January which brought that index up to an estimated 46% above normal. The sharpest gains were recorded in the Hartford area. According to the U. S. Department of Labor, Connecticut led the New England States with an advance in manufacturing employment during the year 1946 of almost 80,000 workers or a rise of 23%. The average gain for the other five states was 9% as compared with the 13% increase for the entire Nation. These developments, however, should not overshadow the recent report by the State Department of Labor that a leveling-off in employment is imminent. The report, based on estimates of employers for future demands for workers, indicates that many Connecticut firms are approaching or have reached their maximum employment levels. Accompanying the drop in job openings is a gradual lessening in the number of job applications on file with the State Employment Offices which further strengthens the general feeling that a period of stabilized employment is approaching.

The January index of manhours worked in Connecticut factories climbed 8 percentage points to an estimated 69 per cent above normal. This activity typifies the growing tempo of production now in evidence in practically all lines of industry. Lower productivity per worker, a wartime phenomenon that carried over into peacetime, has been one of industry's greatest problems throughout the recon-

version period. Two independent surveys, one by the U. S. Bureau of Labor Statistics and one by the Wall Street Journal, report a gradual but steady increase in production per manhour worked, with present levels, in general, up to about prewar standards.

Export News

(Continued from page 38)

erate a nationalized economy within our own borders. Moreover, if such were not the case, the history of governmental monopoly itself has demonstrated fully that it is incapable of producing the beneficial results for which it is intended. We doubt that a working formula has now been developed.

Our first instinct then, would be to recommend to our Government that it refuse to be a party to any such arrangements, but it is realized that many of these arrangements and agreements already exist. It is probably better to define them carefully and establish limits outside of which they cannot operate. We note this is exactly what has been done. It remains then, in connection with the provisions which call for periodic review of each such governmental undertaking to more clearly prescribe that the Organization must press for their eventual termination.

Having presented the Association's viewpoint on the tariff question and thereafter critically analyzed those portions of the proposed charter which we feel to be incompatible with genuine American business philosophy, we hasten to restate our support of the overall undertaking. Furthermore, it might be well to mention that in keeping with this American philosophy we have taken cognizance of those portions which discuss full employment

and find that emphasis has been placed on full employment which is productive.

It is the belief of this Association that in addition to the matters already mentioned, the proposed Organization can do much to further International understanding and agreement by taking such action as may be possible to assure that international travel is made as easy as possible and that the requirements for such travel be uniform and not unduly onerous.

It is recognized that the present proposals are only the first steps toward the desired end, but the Association believes that the proposed International Trade Organization as an agency of the United Nations can go far toward finding a means of easing many of the annoyances and evils now encountered in our trading operations throughout the world. We look to our American Delegation to continue the splendid initiative already demonstrated in bringing the Organization up to this point.

Employment Notes

(Continued from page 39)

reasonable expectancy that the trainee will have a job at the completion of his educational term, then and then only should a program be embarked upon. Otherwise a disservice will be done to both the employer and the trainee who in the majority of cases is a veteran.

The Veterans Employment Service, charged by the G. I. Bill to prosecute the employment of veterans, has given its appraisal of the acceptance of the program in its report on Connecticut which is reproduced below.

"A number of employers believe they would do better by running their own training programs without a tie-up with the G. I. Bill training programs, as it appears that the new law will offer too many complications in connection with the amount of subsistence allowance granted trainees as well as the records, reports, inspections, overtime problems, etc."

The solution of the muddle may lie in a fresh start and a "return to fundamentals." These would be the maintenance of sound training practices with a bare minimum of interference from outside the plant. These would give the veteran the real opportunity he seeks and deserves.

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EDITOR'S NOTE: This department, giving a partial list of peace-time products manufactured in Connecticut by company, seeks to facilitate contacts between prospective purchasers in domestic or foreign markets and producers. It includes only those listings ordered by Connecticut producers. Interested buyers may secure further information by writing this department.

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Sikorsky Aircraft Division United Aircraft Corporation (helicopters)	Bridgeport	Watertown Mfg Co The	Watertown	Bigelow Co The	New Haven
Aircraft Accessories		American Machine & Foundry Co	New Haven	Petroleum Heat & Power Co (domestic only)	Stamford
Chandler Evans Corp (aircraft carburetors, fuel pumps, water pumps & Protek plugs)	West Hartford	Bakelite Moldings		Blacks & Nuts	
Warren McArthur Corp (Airplane Seatings)	Bantam	Watertown Mfg Co The	Watertown	Blake & Johnson Co The (nuts, machine screw-bolts, stove)	Waterville
Aircraft Electrical Testing Equipment		American Machine & Foundry Co	New Haven	Clark Brothers Bolt Co	Milldale
United Advertising Corp, Electrical Division	New Haven	Bakelite Moldings		O K Tool Co Inc The (T-Slot)	33 Hull St Shelton
Aircraft—Repair & Overhaul		Abbott Ball Co The (steel bearing and burnishing)	Hartford	Bonderizing	
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Aluminum—Sheets & Coils		Bellows Shaft Seal Assemblies		Carpenter-Hayes Paper Box Co Inc The	East Hampton
United Smelting & Aluminum Co Inc	New Haven	Bridgeport Thermostat Company Inc	Bridgeport	M S Dowd Carton Co	Hartford
Ammunition		Bells		National Folding Box Co (paper folding)	
Remington Arms Co Inc	Bridgeport	Bevin Brothers Mfg Co	East Hampton	New Haven Pulp & Board Co The	New Haven
Winchester Repeating Arms Company Division		Gong Bell Co The	East Hampton	Robertson Paper Box Co	Montville
Olin Industries Inc	New Haven	Gaynor Electric Company Inc (and buzzers)	Bridgeport	Robert Gair Co	Portland
Anodizing		N N Hill Brass Co The	East Hampton	S Curtis & Son Inc	Sandy Hook
Conn Metal Finishing Co	Hamden	Belt Fasteners		Warner Brothers Company The	Bridgeport
Apparel Fabrics—Woolen & Worsted		Saling Manufacturing Company (patented self-aligning)	Unionville	Boxes—Paper—Setup	
Broad Brook Company	Broad Brook	Beltting		Bridgeport Paper Box Co	Bridgeport
Artificial Leather		Hartford Beltting Co	Hartford	Heminway Corporation The	Waterbury
Permatex Fabrics Corp The	Jewett City	Russell Mfg Co The	Middletown	Brake Cables	
Zapon Div Atlas Powder Co	Stamford	Thames Beltting Co The	Norwich	Eis Manufacturing Co	Middletown
Asbestos		Benches		Brake Linings	
Auburn Manufacturing Company The (gaskets, packings, wicks)	Middletown	Charles Parker Co The (piano)	Meriden	Colt's Patent Fire Arms Mfg Co	Hartford
Raybestos Div of Raybestos-Manhattan Inc The (brake linings, clutch facings, sheet packing and wick)	Bridgeport	Bends—Pipe or Tube		Raybestos Div of Raybestos-Manhattan Inc The (automotive and industrial)	Bridgeport
Rockbestos Products Corp (insulated wire, cable and cords)	New Haven	National Pipe Bending Co The	160 River St New Haven	Russell Mfg Co The	Middletown
Asbestos & Rubber Packing		Bent Tubing		Brake Service Parts	
Colt's Patent Fire Arms Mfg Co	Hartford	American Tube Bending Co Inc	New Haven	Eis Manufacturing Co	Middletown
Assemblies—Small		Bicycle Coaster Brakes		Brass and Bronze	
Grist Manufacturing Co The	New Haven	New Departure Div General Motors Corp	Bristol	American Brass Co The (sheet, wire, rods, tubes)	Waterbury
Han-Dee Spring and Manufacturing Co The (Small)	Hartford	Bicycle Sundries		Bristol Brass Corp The (sheet, wire, rods)	Bristol
Wallace Barnes Co The Div Associated Spring Corp	Bristol	Colonial Board Company	Manchester	Chase Brass & Copper Co	Waterbury
Auto Cable Housing		Biological Products		Miller Company The (phosphor bronze and brass in sheets, strips, rolls)	Meriden
Wiremold Company The	Hartford	Ernst Bischoff Company Inc	Ivoryton	Scovill Manufacturing Company	Waterbury 91
Automatic Control Instruments		Blacking Salts for Metals		Thinsheet Metals Co The (sheets and rolls)	Waterbury
Bristol Co The (temperature, pressure, flow, humidity, time)	Waterbury	Mitchell-Bradford Chemical Co	Bridgeport	Brass & Bronze Ingot Metal	
				Whipple and Choate Company The	Bridgeport
				(Advt.)	

IT'S MADE IN CONNECTICUT

Brass Goods	Castings—Permanent Mould	Copper Shingles
Scovill Manufacturing Company (To Order) Waterbury 91	Bradley & Hubbard Mfg Co The (zinc and aluminum)	New Haven Copper Co The Seymour
Waterbury Companies Inc (to order) (small sheet metal parts) Waterbury	Centrifugal Blower Wheels	Copper Water Tube
Winchester Repeating Arms Company Division Olin Industries Inc New Haven	Torrington Manufacturing Co The Torrington Chain	Meriden Cork Cots
Brass Mill Products	John M Russell Mfg Co Inc Naugatuck Chain—Welded and Weldless	Bridgeport Bridgeport
Bridgeport Brass Co Bridgeport	Bridgeport Chain & Mfg Co Bridgeport Chain—Bead	Sonoco Products Co (Climax-Lowell Div) Mystic
Chase Brass & Copper Co Waterbury	Bead Chain Mfg Co The Bridgeport Chartered Coach Service	Corrugated Box Manufacturers Danbury Square Box Co The Danbury Corrugated Shipping Cases
Scovill Manufacturing Company Waterbury 91	Connecticut Corrugated Box Div Robert Gair Co Inc Portland	D L & D Container Corp 87 Shelton Ave New Haven
Brass Stencils—Interchangeable	Connecticut Company The (excursions a specialty)	Cosmetic Containers
Fletcher Terry Co The Box 415, Forestville	New Haven	Eyete Specialty Co The Waterbury Cosmetics
Brass Wall Plates	American Cyanamid & Chemical Corp	J B Williams Co The Glastonbury
Gaynor Electric Company Inc Bridgeport	Waterbury	Northam Warren Corporation Stamford
Brick—Building	Apothecaries Hall Co South Norwalk	Cotton Batting & Jute Batting
Donnelly Brick Co The New Britain	Edcan Laboratories New Haven	Palmer Brothers New London
Bricks—Fire	Macalaster Bicknell Company Waterbury	Cotton Yarn
Howard Company New Haven	MacDermid Incorporated Cherries	Floyd Cranska Co The Moosup Counting Devices
Broaching	John Magee & Co Incorporated Saybrook Chromium Plating	Veeder-Roof Inc Hartford
American Standard Co Plantsville	Chromium Corp of America Waterbury	Dextone Co The Cut Stone
Hartford Special Machinery Co The Hartford	Chromium Process Company The Shelton Chucks	American Standard Co (special) New Haven Cutters
Brooms—Brushes	John Magee & Co Incorporated Clay	Barnes Tool Company The (pipe cutters, hand) New Haven
Fuller Brush Co The Hartford	Howard Company (Fire Howard "B" and High Temperature Dry) New Haven	O K Tool Co Inc The (inserted tooth milling) 33 Hull St Shelton
Buckles	Union Mig Co Cleansing Compounds	Standard Machinery Co The (rotary board, single and duplex) Mystic
B Schwanda & Sons Staffordville	Cushman Chuck Co The Chucks & Face Plate Jaws	Delayed Action Mechanism
G E Prentice Mfg Co The New Britain	Bridgeport	M H Rhodes Inc Hartford
Hatheway Mfg Co The (Dee Rings) Bridgeport	John Magee & Co Incorporated Clocks	R W Cramer Company Inc The Centerbrook Dental Gold Alloys
Hawie Mfg Co The Bridgeport	Howard Company (Fire Howard "B" and High Temperature Dry) New Haven	J M Ney Company The Dictating Machines
John M Russell Mfg Co Inc Naugatuck	Union Mig Co Clay	Dictaphone Corporation Bridgeport
Patent Button Co The Waterbury	MacDermid Incorporated Clocks—Automatic Cooking	Gray Manufacturing Company The Hartford
Shoe Hardware Div U S Rubber Company Waterbury	Waterbury Clock Mechanisms	Soundscriber Corporation The New Haven Die & Tool Makers
(footwear, clothing and strap) Waterbury	Lux Clock Mfg Co The Clock Facings	Parsons Tool Inc New Britain
Waterbury Companies Inc Waterbury	Russell Mfg Co The Clutch—Friction	Die Casting Dies
Buffing & Polishing Compositions	Raybestos Div of Raybestos-Manhattan Inc The (clutch facings—molded, woven, fabric, metallic)	ABA Tool & Engineering Co Manchester
Apothecaries Hall Co Waterbury	Bridgeport Colls—Pipe or Tube	Weimann Bros Mfg Co The Derby Die Castings (Aluminum & Zinc)
Lea Mfg Co Waterbury	National Pipe Bending Co The 160 River St New Haven	Corbin Cabinet Lock Div American Hardware Corp
Buffing Wheels	Colmaster Products	Die Heads—Self Opening
Williamsville Buff Mfg Co The Danielson	Ansonia	Eastern Machine Screw Corp The Truman & Barclay Sts New Haven
Buttons	Comfortables	Geometric Tool Co The New Haven Dies
B Schwanda & Sons Staffordville	Palmer Brothers Co New London	American Standard Co Plantsville
Colt's Patent Fire Arms Mfg Co Hartford	Commercial Heat Treating	Hoggson & Pettis Mfg Co The 141 Brewery St New Haven
L C White Company The Waterbury	A F Holden Company The 52 Richard St West Haven	Parker Stamp Works Inc The (for plastics and die castings) Hartford
Patent Button Co The Waterbury	Communication Equipment	Dish Washing Machines
Scovill Manufacturing Company (Uniform and Tack Fasteners) Waterbury 91	Airadio Incorporated (aircraft, marine, intra-facility)	Colt's Patent Fire Arms Mfg Co Hartford
Waterbury Companies Inc Waterbury	Stamford Compressors	Disk Harrows
Cabinets	Norwalk Company Inc (high pressure air and gas)	Orkil Inc—Cutaway Harrow Division
Charles Parker Co The (medicine) Meriden	Plasticrete Corp Concrete Products	Higganum
Cabinet Work	Airadio Incorporated (variable) Stamford Condensers	Door Closers
Hartford Builders Finish Co Hartford	Somoco Products Co (Climax-Lowell Div) (Paper)	P & F Corbin Division The American Hardware Corp New Britain
Cages	Consulting Engineers	Dowel Pins
Andrew B Hendryx Co The (bird and animal) New Haven	Stanley P Rockwell Co Inc The (Consulting)	Drafting Accessories
Cams	296 Homestead Ave Hartford	Joseph Merritt & Co Draperies
Hartford Special Machinery Co The Hartford	Malleable Iron Fittings Company Branford Contract Machining	Palmer Brothers Co New London
Rowbottom Machine Company Inc Waterbury	Greist Mfg Co The (metal parts and assemblies) 503 Blake St New Haven	Drilling Machines
Canvas Products	Merriam Mfg Co (production runs—metal boxes and containers to specifications)	Henry & Wright Manufacturing Company The (sensitive)
F B Skiff Inc Hartford	Scovill Manufacturing Company (Metal Parts and Assemblies) Durham	Drop Forgings
Capacitors	Waterbury Companies Inc Waterbury	Atwater Mfg Co Plantsville
Electro Motive Mfg Co Inc The (micarta & trimmer) Willimantic	Manning Maxwell & Moore Inc Bridgeport	Blakeslee Forging Co The Plantsville
Card Clothing	Conveyor Systems	Bridgeport Hdwe Mfg Corp The Bridgeport
Standard Card Clothing Co The (for textile mills) Stafford Springs	Leeds Electric and Mfg Co The Hartford	Capewell Mfg Company Hartford
Carpets and Rugs	Copper	Wilcox Crittenden & Co Inc Middletown
Bigelow-Sanford Carpet Co Thompsonville	American Brass Co The (sheet, wire, rods tubes)	Druggists' Rubber Sundries
Carpet Lining	Bristol Brass Corp The (sheet)	Goodvear Rubber Sundries Inc (Guardian "Plasti-Clear," baby pants, crib sheets & bibs, household aprons, raincoats, scarves & hoods, shower curtains, etc.) New Haven
Palmer Brothers Co New London	Chase Brass & Copper Co (sheet, rod, wire, tube)	Seamless Rubber Company The New Haven Dust Collecting Systems
Casket Trimmings	Thinsheet Metals Co The (sheets and rolls)	Connecticut Blower Company Hartford
Bridgeport Casket Hardware Co The Bridgeport	Copper Sheets	Collins Co The (axes and other edged tools) Collinsville
Casters	New Haven Copper Co The	Elastic Webbing
Bassick Company The (Industrial and General) Bridgeport	Seymour	Russell Mfg Co The Middletown
Casters—Industrial		Silex Co The 80 Pliny St Hartford (Advt.)
George P Clark Co Windsor Locks		
Castings		
Bradley & Hubbard Mfg Co The (grey iron, brass, bronze, aluminum) Meriden		
Charles Parker Co The (gray iron) Meriden		
Eastern Malleable Iron Company The (malleable iron, Z metal and alloy) Naugatuck		
Gillette-Vibber The (grey iron, brass, bronze, aluminum, also Bronze Bushing Stock) New London		
John M Russell Mfg Co Inc (brass, bronze and aluminum) Naugatuck		
Malleable Iron Fittings Co (malleable iron and steel) Branford		
McLagan Foundry Co (gray iron) New Haven		
Newton-New Haven Co (zinc and aluminum) 688 Third Ave West Haven		
Philbrick-Rooth & Spencer Inc (grey iron) Hartford		
Scovill Manufacturing Company (Brass & Bronze) Waterbury 91		
Sessions Foundry Co The (gray iron) Bristol		
Union Mfg Co (gray iron) New Britain		
Waterbury Foundry Company The (highway & sash weights) Waterbury		
Wilcox Crittenden & Co Inc (gray iron and brass) Middletown		

I T ' S M A D E I N C O N N E C T I C U T

Electric Cables	Rockbestos Products Corp (asbestos insulated) New Haven	Felt	Auburn Manufacturing Company The (mechanical, cut parts) Middletown	Gears and Gear Cutting
Electric Circuit Breakers	Trumbull Electric Mfg Co The Plainville	Felt—All Purpose	American Felt Co (Mills & Cutting Plant) Glenville	Hartford Special Machinery Co The Hartford General Plating
Electric—Commutators & Segments	Cameron Elec Mfg Co The (rewinding motors) Ansonia	Ferrules	Waterbury Companies Inc Waterbury	Chromium Process Co The (copper, nickel, chromium and cadmium plating) Derby
Electric Cord & Cord Sets	Accurate Insulated Wire Corp New Haven	Fibre Board	Case Brothers Inc Manchester	Glass and China
Electric Cords	Rockbestos Products Corp (asbestos insulated) New Haven	File Cards	C H Norton Co The North Westchester	Rockwell Silver Co The (silver decorated) Meriden
Electric Eye Control	United Cinephone Corporation Torrington	Film Spools	Rogers Corporation (Specialty) Manchester	Glass Blowing
Electric Fixture Wire	Rockbestos Products Corp (asbestos insulated) New Haven	Finger Nail Clippers	Standard Card Clothing Co The Stafford Springs	Macalaster Bicknell Company New Haven
Electric Hand Irons	Winsted Hardware Mfg Co (trade mark "Durabil") Winsted	Firearms	Watkins Manufacturing Co Inc Milford	Glass Coffee Makers
Electric Insulation	Case Brothers Inc Manchester	Fire Hose	H C Cook Co The 32 Beaver St Ansonia	Silex Co The 80 Pliny St Hartford
Electric Panel Boards	Rogers Corporation The Manchester	Fabric Fire Hose (municipal and industrial)	Colt's Patent Fire Arms Mfg Co Hartford	Glass Cutters
Federal Electric Products Co Inc	Hartford	Fireplace Goods	Remington Arms Co Inc Bridgeport	Fletcher Terry Co The Box 415 Forestville
Trumbull Electric Mfg Co The	Plainville	American Windshield & Specialty Co The	Winchester Repeating Arms Company Division	Golf Equipment
Electric Safety Switches	Federal Electric Products Co Inc Hartford	881 Boston Post Road Milford	Olin Industries Inc New Haven	Horton Mfg Co The (clubs, shafts, balls, bags) Bristol
Federal Electric Products Co Inc	Hartford	John P Smith Co The (screens) 423-33 Chapel St	Governors	Pickering Governor Co The (speed regulating, centrifugal, hydraulic) Portland
Trumbull Electric Mfg Co The	Plainville	New Haven	Rostand Mfg Co The Milford	Greeting Cards
Electric Signs	United Advertising Corp New Haven	Fireproof Floor Joists	Dextone Co The New Haven	A D Steinback & Sons Inc New Haven
Electric Time Controls	R W Cramer Company Inc The Centerbrook	Fireworks	M Backes' Sons Inc Wallingford	Grinding
Electric Timepieces	New Haven Clock and Watch Co The (automobile and alarm) New Haven	Fishing Tackle	Bevin-Wilcox Line Co The (lines) East Hampton	Centerless Grinding Co Inc The (Precision custom grinding; centerless, cylindrical, surfaces, internal and special)
Electric Wire	Rockbestos Products Corp (asbestos insulated) New Haven	Flashlights	H C Cook Co The 32 Beaver St Ansonia	Hartford Special Machinery Co The (gears, threads, cams and splines) Hartford
Electrical Circuit Breakers	Federal Electric Products Co Inc Hartford	Winchester Repeating Arms Company Division	Rostand Mfg Co The 19 Staples St Bridgeport	Grinding Machines
Electrical Conduit Fittings & Grounding Specialties	Trumbull Electric Mfg Co The Plainville	Olin Industries Inc New Haven	Rowbottom Machine Company Inc (cam) Waterbury	Grommets
Gillette-Vibber Company The	New London	Floor & Ceiling Plates	Plume & Atwood Mfg Co The (brass and zinc) Waterbury	Hand Tools
Electrical Control Apparatus	Federal Electric Products Co Inc Hartford	Beaton & Cadwell Mfg Co The New Britain	Bridgeport Hdwe Mfg Corp The (nail pullers, scout axes, box opening tools, trowels, coping saws, putty knives) Bridgeport	Hardware
Federal Electric Products Co Inc	Hartford	Gaynor Electric Company Inc Bridgeport	James J Ryan Tool Works The (screw drivers, machinists' punches, cold chisels, scratch awls and nail sets) Southington	Bassick Company The (Automotive) Bridgeport
Trumbull Electric Mfg Co The	Plainville	Scovill Manufacturing Company (Non-ferrous) Waterbury 91	Peck Stow & Wilcox Co The (Bit braces, chisels, dividers, draw knives, hammers, pliers, squares, snips, wrenches) Southington	Hall Mfg Co (bridge table) Ansonia
Electrical Goods	A C Gilbert Co New Haven	Foundries	Yale & Towne Manufacturing Company The (builders) Stamford	F & F Corbin Division The American Hardware Corp (Builders) New Britain
Electrical Motors	U S Electrical Motors Inc Milford	Sessions Foundry Co The (iron) Bristol	Hardware—Trailer Cabinet	Wilcox Crittenden & Co Inc (marine heavy and industrial) Middletown
Electrical Recorders	Bristol Co The Waterbury	Union Mfg Co (gray iron) New Britain	Excelsior Hardware Co The Stamford	Hardware, Trunk & Luggage
Electrical Relays and Controls	Allied Control Co Plantsville	Wilcox Crittenden & Co Inc (iron, brass, aluminum and bronze) Middletown	Corbin Cabinet Lock Div American Hardware Corp New Britain	Health, Surgical & Orthopedic Supports
Electronical Equipment	Airadio Incorporated Stamford	Foundry Riddles	J H Sessions & Son Bristol	Berger Brothers Company The (custom made for back, breast and abdomen) New Haven
Electronics	Arthur T Hatton & Company Hartford	John P Smith Co The 423-33 Chapel St	Yale & Towne Manufacturing Company The Stamford	Heat Treating
Crystal Research Laboratories Inc	Hartford	New Haven	Doran Brothers Inc Danbury	A F Holden Co The 52 Richard St West Haven
Gray Manufacturing Company The	Hartford	Rolock Inc (brass, galvanized, steel) Southport	Bennett Metal Treating Co The 1945 New Britain Ave Elwood	Autoyre Company The Oakville
United Cinephone Corporation	Torrington	Furnaces	Driscoll Wire Company The New Britain	Stanley P Rockwell Co Inc The 296 Homestead Ave Shelton
Electroplating	National Sherardizing & Machine Co Hartford	Home Heating Service Inc (warm air oil fired) South Norwalk	New Britain Machine Co New Britain	Heat-Treating Equipment
Waterbury Plating Company	Waterbury	Furnace Linings	Stanley P Rockwell Co Inc The 296 Homestead Ave Hartford	A F Holden Company The 52 Richard Street West Haven (Main Plant)
Electroplating—Equipment & Supplies	Enthone Inc New Haven	Mullite Refractories Co The Shelton	Autoyre Company The 52 Richard Street West Haven	Autoyre Company The Oakville
Electrotypes	W T Barnum & Co Inc (all classes) New Haven	Furniture Pads	Stanley P Rockwell Co Inc The 296 Homestead Ave Hartford	Stanley P Rockwell Co Inc The 296 Homestead Ave Shelton
Elevators	Easter Machinery Co The (passenger and freight) New Haven	Gilmans Brothers Company The Gilman	Wallace Barnes Co The Div Associated Spring Corp	Heat-Treating Salts and Compounds
General Elevator Service Co	Hartford	Gage Blocks	The New Britain Machine Co New Britain	A F Holden Company The 52 Richard Street West Haven
Enameling	Conn Metal Finishing Co Hamden	Fonda Gage Company (Fonda lifetime-carbide and steel) Stamford	Stanley P Rockwell Co Inc The 296 Homestead Ave Hartford	Autoyre Company The 52 Richard Street West Haven
Leeds Electric and Mig Co The	(including wrinkle finishes) Hartford	Galvanizing	Wallace Barnes Co The Div Associated Spring Corp	Highway Guard Rail Hardware
Waterbury Plating Company	Waterbury	Malleable Iron Fittings Co Branford	The New Britain Machine Co New Britain	Malleable Iron Fittings Co Branford
Enameling and Finishing	Clairglow Mfg Co Portland	Wilcox Crittenden & Co Inc Middletown	Stanley P Rockwell Co Inc The 296 Homestead Ave Shelton	Hinges
Engines	Pratt & Whitney Aircraft Div United Aircraft Corp (aircraft) East Hartford	Galvanizing & Electrical Plating	Miller Company The (domestic oil burners and heating devices) Meriden	Miller Company The (domestic oil burners and heating devices) Meriden
Wolverine Motor Works Inc	(diesel stationary marine) Bridgeport	Gillette-Vibber Co The New London	Allen Manufacturing Co The Hartford	Hex-Socket Screws
Envelopes	Curtis 1000 Inc Hartford	Gaskets	Highway Guard Rail Hardware	ABA Tool & Engineering Co Manchester (Advt.)
Extractors—Tap	Plimpton Mfg Co Div U S Envelope Co Hartford	Auburn Manufacturing Company The (from all materials) Middletown	Malleable Iron Fittings Co Branford	Hobs and Hobbing
Eyelets	Walton Company The 94 Allyn St Hartford	Raybestos Div of Raybestos-Manhattan Inc The Bridgeport	Homer D Bronson Company Beacon Falls	Hinges
Chromium Process Company The	L C White Company The Waterbury	Gages	Snow-Nabstedt Gear Corp The New Haven	Hobs and Hobbing
Platt Bros & Co The	P O Box 1030 Waterbury	American Standard Co Plantsville	ABA Tool & Engineering Co Manchester	Hinges
Plume & Atwood Mfg Co The	Waterbury	Bristol Co The (pressure and vacuum—recording automatic control) Waterbury	Homes and Hobbing	Hinges
Scovill Manufacturing Company	Waterbury 91	Fonda Gage Company (special) Stamford	ABA Tool & Engineering Co Manchester	Hinges
Waterbury Companies Inc	Waterbury	Helicoid Gage Division American Chain & Cable Co Inc Bridgeport	Homes and Hobbing	Hinges
Fasteners—Slide & Snap	G E Prentice Mfg Co The New Britain	Manning Maxwell & Moore Inc Bridgeport	ABA Tool & Engineering Co Manchester	Hinges
Scovill Manufacturing Company (Snap)	Waterbury 91	Snow-Nabstedt Gear Corp The New Haven	Homes and Hobbing	Hinges

IT'S MADE IN CONNECTICUT

Holts and Trolleys	New Britain	Lithographing	New Haven	Marine Engines
Union Mfg Company	New Britain	New Haven Printing Company The	New Haven	Kilborn-Sauer Company (running lights and searchlights)
Hose Supporter Trimmings				Fairfield Engine Co The
Hawie Mfg Co The (So-Lo Grip Tabs)	Bridgeport	Locks—Banks	Stamford	Lathrop Engine Co The
Hospital Signal Systems	Division of Great American Industries Inc	P & F Corbin Division The American Hardware Corp	New Britain	Marine Equipment
Connecticut Telephone & Electric	Meriden	Yale & Towne Manufacturing Company The	Stamford	Rostand Mfg Co The (portlights, sailboat hardware)
Hot Water Heaters		Locks—Builders	Stamford	Wilcox Crittenden & Co Inc
Petroleum Heat & Power Co (Instantaneous domestic oil burner)	Stamford	Yale & Towne Manufacturing Company The	Stamford	Middletown
Hydraulic Brake Fluids		Locks—Cabinet	Stamford	Hoggson & Pettis Mfg Co The
Eis Manufacturing Co	Middletown	Corbin Cabinet Lock Div American Hardware Corp	New Britain	Parker Stamp Works Inc The
Industrial Finishes		Excelsior Hardware Co The	Stamford	(steel and rubber)
Zapon Div Atlas Powder Co	Stamford	Yale & Towne Manufacturing Company The	Stamford	Matrices
Industrial and Marking Tapes		Locks—Special Purpose	Stamford	W T Barnum & Co Inc
Seamless Rubber Company The	New Haven	Yale & Towne Manufacturing Company The	Stamford	Mattresses
Intra-Red Equipment		Locks—Suit-Case and Trimmings	Stamford	Palmer Brothers Co
Leeds Electric and Mfg Co The	Hartford	Corbin Cabinet Lock Div American Hardware Corp	New Britain	Waterbury Mattress Co
Insecticides		Excelsior Hardware Co The	Stamford	Mechanical Assemblies—Small
American Cyanamid & Chemical Corp	Waterbury	Yale & Towne Manufacturing Company The	Stamford	M H Rhodes Inc
Insecticide Bomb		Locks—Trunk	Stamford	Mechanics Hand Tools
Bridgeport Brass Company (Aer-a-sol)	Bridgeport	Excelsior Hardware Co The	Stamford	Bridgeport Hdware Mfg Corp The (screw drivers, wrenches, pliers, cold chisels, hammers, auto repair tools)
Insulated Wire Cords & Cable		Yale & Towne Manufacturing Company The	Stamford	Metal Cleaners
Kerite Insulated Wire & Cable Co Inc The	Seymour	Locks—Zipper	Stamford	Apothecaries Hall Co
Instruments		Excelsior Hardware Co The	Stamford	Metal Cleaning Machines
J-B-T Instruments Inc (Electrical and Temperature)	New Haven	Yale & Towne Manufacturing Company The	Stamford	Colt's Patent Fire Arms Mfg Co
Insulation		(and suitcase)	Stamford	Metal Finishes
Gilman Brothers Co The	Gilman	Locomotive	Stamford	Mitchell-Bradford Chemical Co
Insulating Refractories		Excelsior Hardware Co The	Stamford	Metal Finishing
Mullite Refractories Co The	Shelton	Yale & Towne Manufacturing Company The	Stamford	National Sherardizing & Machine Co
Inter-Communications Equipment		Lumber & Millwork Products	Norwich	Waterbury Plating Company
Connecticut Telephone & Electric	Division of Great American Industries Inc	City Lumber Co of Bridgeport Inc	Bridgeport	Waterbury Companies Inc (to order)
Jacquard	Meriden	Machinery		Waterbury
Case Brothers Inc	Manchester	Fenn Manufacturing Company The (Special)		Metallizing
Japanning		Hallden Machine Company The (mill)		Conn Metal Finishing Co
J H Sessions & Son	Bristol	Peck Stow & Wilcox Co The (Machines & tools for sheet metal fabrication—manually & power operated)		Metal Novelties
Jib Borer		Southampton Standard Machinery Co The (bookbinders)		H C Cook Co The 32 Beaver St Ansonia
Moore Special Tool Co (Moore)	Bridgeport	Torrington Manufacturing Co The (mill)		Waterbury Companies Inc
Jig Boring		Machinery Dealers & Rebuilders		Metal Products
American Standard Co	Plantsville	Botwinik Brothers	New Haven	State Welding Company The
Parsons Tool Inc	New Britain	J L Lucas and Son	Fairfield	Metal Products—Stampings
Jig Grinder		Machinery Dealers Inc	New Haven	J H Sessions & Son
Moore Special Tool Co (Moore)	Bridgeport	Machines		Scovill Manufacturing Company
Jigs and Fixtures		Andrew C Campbell Div American Chain & Cable Co Inc (cutting & nibbling)	Bridgeport	Waterbury Companies Inc
American Standard Co	Plantsville	Patent Button Company The	Watertown	(Made-to-Order)
Jointing		Special Devices Inc (Special, new developments, engineering, design and construction)	Berlin	Waterbury 91
Raybestos Div of Raybestos-Manhattan Inc The (compressed sheet)	Bridgeport	Machines—Automatic		Waterbury
Key Blanks		A H Nilson Mach Co The (Special)	Bridgeport	Metal Specialties
Corbin Cabinet Lock Div American Hardware Corp	New Britain	Globe Tapping Machine Company (dial type drilling and tapping)	Bridgeport	Autoyre Co The (Small)
Graham Mfg Co The	Derby	Machines—Automatic Chucking		Bridgeport Chain & Mfg Co
Yale & Towne Manufacturing Company The	Stamford	New Britain-Gridley Machine Division		Waterbury
Labels		The New Britain Machine Co (multiple spindle and double end)	New Britain	Excelsior Hardware Co The
J & J Cash Inc (Woven)	South Norwalk	Machines—Automatic Screw		Greist Mfg Co The 503 Blake St New Haven
Label Moisteners		New Britain-Gridley Machine Division		Hayes Metal Stamping Inc
Better Packages Inc	Shelton	The New Britain Machine Co (single and multiple spindle)	New Britain	H C Cook Co The 32 Beaver St Ansonia
Laboratory Equipment		Machines—Forming		J A Oberbecker Company The (metal fabrications)
Eastern Engineering Co	New Haven	A H Nilson Mach Co The (four-slide wire and ribbon stock)	Bridgeport	Middletown
Laboratory Supplies		Machines—Precision Boring		J H Sessions & Son
Macalaster Bicknell Company	New Haven	New Britain-Gridley Machine Division		LaPointe Plascomold Corp The
Laquers & Synthetic Enamels		The New Britain Machine Co	New Britain	Unionville
Zapon Div Atlas Powder Co	Stamford	Machines—Precision Work		Patent Button Co The
Ladders		Fenn Manufacturing Company The (precision parts)	Hartford	Plume & Atwood Mfg Co The (brass, copper and steel)
A W Flint Co	196 Chapel St New Haven	Hartford Special Machinery Co The (contract work only)	Hartford	Saling Manufacturing Company
Lamp Shades		LaPointe Plascomold Corp The (precision on molds, tools, dies, etc.)	Unionville	Stanley Works The
Rostand Mfg Company The (brass, colonial style & brass candlesticks)	Milford	National Sherardizing & Machine Co (Job)	Hartford	Verplex Company The (Contract)
Lathes		Parker Stamp Works Inc The (Special)	Hartford	Waterbury Companies Inc
Bullard Company The (vertical turret cutmaster and Multi-Au-Matic, vertical multi-spindle)	Bridgeport	Torrington Manufacturing Co The (special rolling mill machinery)	Torrington	Meters—Gas
Leather		Machines—Paper Ruling		Sprague Meter Company
Herman Roser & Sons Inc (Genuine Pigskin)	Glastonbury	John McAdams & Sons Inc	Norwalk	Microscope—Measuring
Geo A Shepard & Sons Co The (sheepskin, shoe upper, garment, grain and suede)	Bethel	Cinaudagraph Div The Indiana Steel Products Co	Stamford	Lundeberg Engineering Company
Leather Goods Trimmings		Corbin Cabinet Lock Div American Hardware Corp	New Britain	Milk Bottle Carriers
G E Prentice Mfg Co The	New Britain	Magnets		John P Smith Co The 423-3 Chapel St New Haven
Leather, Mechanical		Milling Machines		Millboard
Auburn Manufacturing Company	The (packings, cubs, washers, etc.)	Pitney-Bowes Inc	Stamford	Raybestos Div of Raybestos-Manhattan Inc The (asbestos)
Middletown		Whipple and Choate Company	Bridgeport	Bridgeport
Letterheads		Moulded Plastic Products		Milling Machines
Lehman Brothers Inc (designers, engravers, lithographers)	New Haven	Colt's Patent Fire Arms Mfg Co	Hartford	Wilcox Crittenden & Co Inc
Lighting Equipment		Patent Button Co The	Waterbury	Middletown
Miller Co The (Miller, Duplexalite, Ivanhoe)	Meriden	Waterbury Companies Inc	Waterbury	Hartford Builders Finish Co
Waterbury Companies Inc	Waterbury	Watertown Mfg Co The	Watertown	Minute Minders
Lightning Protection		117 Echo	(Lake Road)	Lux Clock Mfg Co The
Edward H Brown	Hartford & New Haven		(Advt.)	Mixing Equipment

I T ' S M A D E I N C O N N E C T I C U T

Mouldings	Pet Furnishings	Presses
Himmel Brothers Co The (architectural, metal and store front) Hamden	Andrew B Hendryx Co The New Haven	Henry & Wright Manufacturing Company The (automatic mechanical) Hartford
Moulds	Pharmaceutical Specialties	Standard Machinery Co The (plastic molding, embossing, and die cutting) Mystic
ABA Tool & Engineering Co Manchester	Ernst Bischoff Company Inc Ivoryton	Press Papers
Hogson & Pettis Mfg Co The (steel) 114 Brewery St New Haven	Miller Company The (sheets, strips, rolls) Meriden	Case Brothers Inc Manchester
Lundeberg Engineering Company (plastic) Parker St New Haven	Seymour Mfg Co The Seymour	Pressure Vessels
Parker Stamps Works Inc The (compression, injection & transfer for plastics) Hartford	Waterbury Rolling Mills Inc (sheets, strips, rolls) Waterbury	Norwalk Tank Co Inc The (unfired to ASME Code Par U 69-70) South Norwalk
Sessions Foundry Co The (heat resisting for non-ferrous metals) Sessions Foundry Co The (heat resisting for non-ferrous metals) Bristol	Whipple and Choate Company The Bridgeport	Printing
Napper Clothing	Kalart Company Inc Stamford	Case Lockwood & Brainard Co The Hartford
Standard Card Clothing Co The (for textile mills) Standard Card Clothing Co The (for textile mills) Stafford Springs	Photographic Equipment	Heminway Corporation The Waterbury
Nickel Anodes	New Haven Printing Company The New Haven	Hunter Press Hartford
Apothecaries Hall Co Waterbury	Pratt Read & Co Inc (keys and action) Ivoryton	New Haven Printing Company The New Haven
Seymour Mfg Co The Seymour	Pratt Read & Co (keys and actions, backs, plates) Ivoryton	Taylor & Greenough Co The New Haven
Nickel Silver	Goodman Brothers Meriden	T B Simonds Inc Hartford
Seymour Mfg Co The Seymour	Verplex Company The Essex	Walker-Racklif Company The New Haven
Waterbury Rolling Mills Inc (sheets, strips, rolls) Waterbury	Pin Up Lamps	Banthin Engineering Co (automatic) Bridgeport
Whipple and Choate Company The Bridgeport	American Brass Co The (brass and copper) Waterbury	Chambers-Stork Company Inc The (engraved) Norwich
Night Latches	Bridgeport Brass Co (brass & copper) Bridgeport	Production Control Equipment
P & F Corbin Division The American Hardware Corp New Britain	Chase Brass & Copper Co (red brass and copper) Waterbury	United Cinephone Corporation Torrington
Yale & Towne Manufacturing Company The Stamford	Crane Company (fabricated) Bridgeport	Wassell Organization (Produc-Trol) Westport
Non-ferrous Metal Castings	Howard Co (cement well and chimney) New Haven	Propellers—Aircraft
Miller Company The Meriden	Pipe	Hamilton Standard Propellers Div United Aircraft Corp East Hartford
Nuts, Bolts and Washers	American Brass Co The (brass and copper) Waterbury	Propeller Fan Blades
Clark Brothers Bolt Co Milldale	Bridgeport Brass Co (brass & copper) Bridgeport	Torrington Manufacturing Co The Torrington
Office Equipment	Chase Brass & Copper Co (red brass and copper) Waterbury	Pumps
Pitney-Bowes Inc Stamford	Crane Company (fabricated) Bridgeport	Yale & Towne Manufacturing Company The (Tri-rotor)
Underwood Corporation Bridgeport & Hartford	Howard Co (cement well and chimney) New Haven	Pumps—Small Industrial
Offset Printing	Pipe Fittings	Eastern Engineering Co New Haven
New Haven Printing Company The New Haven	Corley Co Inc The (300# AAR) Plainville	Punches
Oil Burners	Malleable Iron Fittings Co Branford	Hoggson & Pettis Mfg Co The (ticket & cloth) 141 Brewery St New Haven
Miller Company The (domestic) Meriden	Pipe Plugs	Fletcher Terry Co The Box 415 Forestville
Petroleum Heat & Power Co (domestic, commercial and industrial) Stamford	Holo-Krome Screw Corporation The (counter-sunk) West Hartford	Pyrometers
Sident Glow Oil Burner Corp The 1477 Park St Hartford	Plastic Buttons	Bristol Co The (recording and controlling) Waterbury
Oil Burner Wick	Colt's Patent Fire Arms Mfg Co Hartford	Quartz Crystals
Raybestos Div of Raybestos-Manhattan Inc The Bridgeport	Waterbury Companies Inc Waterbury	Crystal Research Laboratories Inc Hartford
Oil Tanks	Plasticrete Bloc	Radiation-Finned Copper
Norwalk Tank Co The (550 to 30 M gals., underwriters above and under ground) South Norwalk	Plasticrete Corp Hamden	G & O Manufacturing Company The New Haven
Olivs	Plastic—Moulder	Vulcan Radiator Co The (steel and copper) Hartford
John Magee & Co Incorporated Saybrook	Conn Plastics Waterbury	Railroad Equipment
Ovens	Geo S Scott Mfg Co The Wallingford	Rostand Mfg Co The (baggage racks and mirrors for passenger cars) Milford
American Machine & Foundry Co New Haven	LaPointe Plascomold Corp The (custom work of compression type) Unionville	Rayon Specialists
Package Sealers	Watertown Mfg Co The Watertown	Hartford Rayon Corporation The Rocky Hill
Better Packages Inc Shelton	Waterbury Companies Co Waterbury	Hartford Rayon Corporation The Rocky Hill
Packing	Plastics—Moulds & Dies	Reamers
Auburn Manufacturing Company The (leather, rubber, asbestos, fibre) Middlefield	Parker Stamp Works Inc The (for plastics) Hartford	O K Tool Co Inc The (inserted tooth) 33 Hull St Shelton
Raybestos Div of Raybestos-Manhattan Inc The (rubber sheet and automotive) Bridgeport	Plasters	Recorders
Padlocks	Christie Plating Co Groton	Bristol Co The (automatic controllers, temperature, pressure, flow, humidity) Waterbury
Corbin Cabinet Lock Div American Hardware Corp New Britain	Patent Button Co Waterbury	Refractories
Yale & Towne Manufacturing Company The Stamford	Plainville Electro Plating Co The Plainville	Howard Company New Haven
Paints and Enamels	Waterbury Plating Company Waterbury	Regulators
Stamnite Corp The New Haven	Platers	Norwalk Valve Company (for gas and air) South Norwalk
Tredennick Paint Mfg Co The Meriden	Hartford Chrome Corporation The Hartford	Resistance Wire
Panta	Nutmeg Chrome Corporation The Hartford	C O Jelliff Mfg Co The (nickel, chromium) kanthal Southport
Moore Special Tool Co (crush wheel dresser) Bridgeport	Plainville Electro Plating Co The Plainville	Respirators
Paperboard	Apothecaries Hall Company Waterbury	American Optical Company Safety Division Putnam
Connecticut Corrugated Box Div Robert Gair Co Inc Portland	MacDermid Incorporated Waterbury	Retainers
New Haven Pulp & Board Co The New Haven	Plating	Hartford Steel Ball Co The (bicycle & automotive) Hartford
Paper Boxes	Conn Metal Finishing Co Hamden	Riveting Machines
Atlantic Carton Corp (folding) Norwich	Plumbers' Brass Goods Bridgeport	Grant Mfg & Machine Co The Bridgeport
National Folding Box Co (folding) New Haven	Bridgeport Brass Co Bridgeport	H P Townsend Manufacturing Co The Hartford
New Haven Pulp & Board Co The New Haven	Keeney Mfg Co The (special bends) Newington	L R Mfg Div of The Ripley Co Torrington
Robertson Paper Box Co (folding) Montville	Scovill Manufacturing Company Waterbury 48	Raybestos Div of Raybestos-Manhattan Inc The (brake service equipment) Bridgeport
Strouse Adler Co The New Haven	Plumbing Specialties	Rivets
Paper Boxes—Folding and Setup	John M Russell Mfg Co Inc Naugatuck	Blake & Johnson Co The (brass, copper and non-ferrous) Waterville
Bridgeport Paper Box Company Bridgeport	Pole Line	Clark Brothers Bolt Co Milldale
M Backes' Sons Inc Wallingford	Malleable Iron Fittings Co Branford	Chromic Process Company The Sheldon
Warner Brothers Company The Bridgeport	Williamsville Buff Mfg Co The Danielson	Connecticut Manufacturing Company The Waterbury
Paper Clips	Polishing Wheels	J H Session & Sons Bristol
H C Cook Co The (steel) 32 Beaver St Ansonia	Poly Choke Company The (a shotgun choking device) Tariffville	Plume & Atwood Mfg Co The (brass and copper) Waterbury
Paper Tubes and Cores	Postage Meters	Raybestos Div of Raybestos-Manhattan Inc The (brass and aluminum tubular and solid copper) Bridgeport
Sonoco Products Co (Climax-Lowell Div) Mystic	Pitney-Bowes Inc Stamford	Raybestos Div of Raybestos-Manhattan Inc The (iron) Bridgeport (Advt.)
Parallel Tubes	Precious Metals	
Sonoco Products Co (Climax-Lowell Div) Mystic	J M Ney Company The (for industry) Hartford	
Parkerizing	Prefabricated Buildings	
Clairglow Mfg Company Portland	City Lumber Co of Bridgeport Inc The Bridgeport	
Passenger Transportation	Preserves	
Connecticut Company The (local, suburban and interurban) New Haven	Goodman Bros (and jellies) Meriden	
	Press Buttons	
	Gaynor Electric Company Inc Bridgeport	

IT'S MADE IN CONNECTICUT

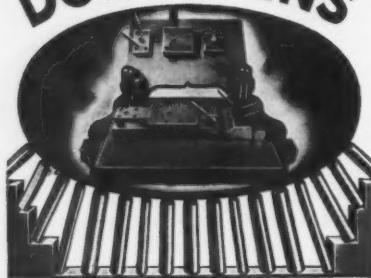
Rods		Seasoning		Springs—Furniture
Bristol Brass Corp The (brass and bronze)	Bristol	Maggi Co Inc (Maggi's)	New Milford	Owen Silent Spring Co Inc
Scovill Manufacturing Company (Brass and Bronze)	Waterbury 91	Greist Mfg Co The (Sewing machine attachments)	503 Blake St New Haven	Spring Co Inc
Roller Skates		Merrow Machine Co The (Industrial)	Hartford	Bridgeport
Winchester Repeating Arms Company Division	New Haven	Singer Manufacturing Company The (Industrial)	Bridgeport	Springs—Wire
Olin Industries Inc	New Haven			Colonial Spring Corporation The
Rubber Chemicals				Connecticut Spring Corporation The
Stamford Rubber Supply Co The ("Factice" Vulcanized Vegetable Oils)	Stamford			(compression, extension, torsion)
Rubberized Fabrics				D R Templeman Co (jewelry)
Duro-Gloss Rubber Co The	New Haven			J W Bernston Company (Coil and Torsion)
Rubber Footwear				Plainville
Goodyear Rubber Co The	Middletown			Plainsville
United States Rubber Prod Inc (Keds, Kedettes, Gaytees, U S Royal Footwear)	Naugatuck			Unionville
Rubber Gloves				Wallingford
Seamless Rubber Company The	New Haven			Bristol
Rubber Products, Mechanical				Springs, Wire & Flat
Auburn Manufacturing Company The (washers, gaskets, molded parts)	Middletown			Autotype Company The
Rubbish Burners				Oakville
John P Smith Co The	423-3 Chapel St			Stair Pads
	New Haven			Palmer Brothers Company
Safety Clothing				New London
American Optical Company Safety Division	Putnam			Stamps
Safety Fuses				Hoggson & Pettis Mfg Co The (steel)
Ensign-Bickford Co The (mining & detonating)	Simsbury			141 Brewery St New Haven
Safety Gloves and Mittens				Parker Stamp Works Inc The (steel & rubber)
American Optical Company Safety Division	Putnam			Hartford
Safety Goggles				Stampings
American Optical Company Safety Division	Putnam			DooVal Tool & Mfg Inc The
Sandblasting				Waterbury
Beij & Williams Co The	Hartford			Han-Dee Spring and Manufacturing Co The
Saw Blades				(Small)
Capewell Mfg Co The (Hack Saw, Band Saw)	Hartford			Greist Manufacturing Co The
Saws, Band, Metal Cutting				New Haven
Atlantic Saw Mfg Co	New Haven			L C White Company The
Scales—Industrial Dial				Waterbury
Kron Company The	Bridgeport			Rogers Corporation (Fibre Cellulose Paper)
Scissors				Manchester
Acme Shear Company The	Bridgeport			Scovill Manufacturing Company
Screw Caps				Waterbury 91
Weimann Bros Mfg Co The (small for bottles)	Derby			Wallace Barnes Co The Div Associated Spring Corp
Screws				Bristol
Atlantic Screw Work (wood)	Hartford			Waterbury Companies Inc
Blake & Johnson Co The (machine and wood)	Waterbury			Waterbury
Charles Parker Co The (wood)	Meriden			Steel
Chromium Process Company The	Shelton			Stanley Works The (hot and cold rolled strip)
Clark Brothers Bolt Co	Milldale			New Britain
Connecticut Mfg Co The (machine)	Waterbury			Steel Castings
Corbin Screw Div American Hardware Corp	New Britain			Hartford Electric Steel Co The (carbon and alloy steel)
Holo-Krome Screw Corporation The (socket set and socket cap)	West Hartford			540 Flathush Ave Hartford
Scovill Manufacturing Company	Waterbury 91			Malleable Iron Fittings Co
Screw Machines				Branford
H P Townsend Mfg Company The	Hartford			Nutmeg Crucible Steel Co
Screw Machine Accessories				Branford
Barnaby Manufacturing and Tool Company	Bridgeport			Steel—Cold Rolled Spring
Screw Machine Products				Wallace Barnes Co The Div Associated Spring Corp
Apex Tool Co Inc The	Bridgeport			Steel—Cold Rolled Stainless
Blake & Johnson Co The	Waterbury			Wallingford Steel Company
Bristol Screw Corporation	Plainville			Wallingford
Centerless Grinding Co Inc The (Heat treated and ground type only)				Steel—Cold Rolled Strip and Sheets
19 Staples Street	Bridgeport			Wallingford Steel Company
Connecticut Manufacturing Company The	Waterbury			Wallingford
Corbin Screw Div American Hardware Corp	New Britain			Steel Goods
Duda & Goodwin Mfg Co	Woodbury			Merriam Mfg Co (sheets products to order)
Eastern Machine Screw Corp The				Waterbury
Truman & Barclay Sts	New Haven			Waterbury Companies Inc
Greist Mfg Co The (Up to 1½" capacity)	New Haven			Steel—Magnetic
Humason Mfg Co The	Forestville			Cinaudagraph Div The Indiana Steel Products Co (Permanent)
Lowe Mfg Co The	Wethersfield			Stamford
Nelson's Screw Machine Products	Plantsville			Steel Strapping
New Britain Machine Company The	The			Stanley Works The
Olson Brothers Company (up to ¾" capacity)	New Britain			New Britain
Peck Spring Co The	Plainville			Steel—Structural
Plume & Atwood Mfg Co The	Plainville			Berlin Construction Co Inc The (fabricated)
Scovill Manufacturing Company	Waterbury			Berlin
Wallace Metal Products Co Inc	New Haven			Stereotypes
Watkins Manufacturing Co Inc	Milford			W T Barnum & Co Inc
Waterbury Machin Tools & Products Co (B & S & Swiss type automatic)	Waterbury			New Haven
Screw Machine Tools				Stop Clocks, Electric
Somma Tool Co (precision circular form tools)	Waterbury			H C Thompson Clock Co The
Sealing Tape Machines				Bristol
Better Packages Inc	Shelton			Straps, Leather
				Auburn Manufacturing Company The (textile, industrial, skate, carriage)
				Studio Couches
				Waterbury Mattress Co
				Super Refractories
				Mullite Refractories Co The
				Shelton
				Surface Metal Raceways & Fittings
				Wiremold Company The
				Hartford
				Surgical Dressings
				Acme Cotton Products Co Inc
				East Killingly
				Seamless Rubber Company The
				New Haven
				Surgical Rubber Goods
				Seamless Rubber Company The
				New Haven
				Switchboards, Wire & Cables
				Rockbestos Products Corp (asbestos insulated)
				New Haven
				Synchronous Motors
				R W Cramer Company Inc The
				Centerbrook
				Tanks
				Bigelow Company The (steel)
				New Haven
				Storts Welding Company (steel and alloy)
				Meriden
				Tape
				Russell Mfg Co The
				Middletown
				Tap Extractors
				Walton Co The
				94 Allyn St Hartford (Advt.)

IT'S MADE IN CONNECTICUT

Taps, Collapsing		Tubing	
Geometric Tool Co The	New Haven	American Brass Co The (brass and copper)	Waterbury
Tarred Lines		Watervury	
Brownell & Co Inc	Moodus	Scovill Manufacturing Company (Brass and Copper)	Watervury 91
Tea		Tubing—Heat Exchanger	
Upham Food Products Inc	package and tea balls)	Scovill Manufacturing Company	Watervury 91
Telemetering Instruments		Typewriters	
Bristol Co The	Watervury	Royal Typewriter Co Inc	Hartford
Textile Machinery		Underwood Corporation	Hartford
Merrow Machine Co The	Hartford	Underwood Corporation	Hartford
2814 Laurel St	Ivoryton	Typewriters—Portable	
Textile Mill Supplies		Underwood Corporation	Hartford
Ernst Bischoff Company Inc	Rockville	Typewriter Ribbons and Supplies	
Textile Processors		Underwood Corporation	Hartford and Bridgeport
American Dyeing Corporation	(rayon, acetate)	Sonoco Products Co (Climax-Lowell Div)	Mystic
Aspinook Corp The (cotton)	Jewett City	Underclearer Rolls	
Therapeutic Equipment		Corley Co Inc The (300# AAR)	Plainville
Airadio Incorporated	Stamford	Union Pipe Fittings	
Thermometers		Broad Brook Company (automobile, airplane, railroad)	Broad Brook
Bristol Co The (recording and automatic control)	Watervury	American Thermos Bottle Co	Norwich
Manning Maxwell & Moore Inc	Bridgeport	Spencer Turbine Co The	Hartford
Thermostats		Valves	
Bridgeport Thermostat Company Inc (automatic)	Bridgeport	Norwalk Valve Company (sensitive check valves)	South Norwalk
Thin Gauge Metals		Beaton & Cadwell Mfg Co	New Britain
Thinsheet Metals Co The (plain or tinmed in rolls)	Watervury	Bridgeport Brass Company	Bridgeport
Thread		Colonial Blower Company	Hartford
American Thread Co The	Willimantic	Connecticut Blower Company	Hartford
Gardiner Hall Jr Co The (cotton sewing)	South Willington	Velvets	
Lloyd E Cone Thread Co The (industrial cotton sewing)	Moodus	Leiss Velvet Mfg Co Inc The	Willimantic
Max Pollack & Co Inc Groton and Wm Jhl Manufacturing Co	Willimantic Mystic	Velvet Textile Corporation The (velveteen)	West Haven
Threading Machines		Ventilating Systems	
Grant Mfg & Machine Co The (double and automatic)	Bridgeport	Colonial Blower Company	Hartford
Time Recorders		Connecticut Blower Company	Hartford
Stromberg Time Corp	Thomaston	Vibrators—Pneumatic	
Timers, Interval		New Haven Vibrator Company (industrial)	New Haven
H C Thompson Clock Co The	Bristol	Vises	
R W Cramer Company Inc The	Centerbrook	Charles Parker Co The	Meriden
Timing Devices		Fenn Manufacturing Company The (Quick-Action Vises)	Hartford
R W Cramer Company Inc The	Centerbrook	Washers	
Seth Thomas Clocks	Thomaston	American Felt Co (felt)	Glenville
United States Time Corporation	The	Auburn Manufacturing Company The (all materials)	Middletown
Timing Devices & Time Switches		Blake & Johnson The (brass, copper & non-ferrous)3	Waterville
M H Rhodes Inc	Hartford	Clark Brothers Bolt Co	Middlefield
Tinning		Plume & Atwood Mfg Co The (brass & copper)	Waterbury
Thinsheet Metals Co The (non-ferrous metals in rolls)	Watervury	Raybestos Div of Raybestos-Manhattan Inc The (clutch washers)	Bridgeport
Wilcox Crittenden & Co Inc	Middletown	Saling Manufacturing Company (made to order)	Unionville
Tool Designing		Sessions Foundry Co The (cast iron)	Bristol
American Standard Co	Plantsville	Watches	
Tools		Benrus Watch Co 30 Cherry St Waterbury	
Hoggson & Pettis Mfg Co The (rubber workers)	New Haven	New Haven Clock and Watch Co The (pocket & wrist)	New Haven
141 Brewery St		United States Time Corporation The	Waterbury
O K Tool Co Inc The (inserted tooth metal cutting)	33 Hull St Shelton	Waterproof Dressings for Leather	
Tools & Dies		Viscol Company The	Stamford
Moore Special Tool Co	Bridgeport	Wedges	
Tools, Dies & Fixtures		Saling Manufacturing Company (hammer & axe)	Unionville
Fonda Gage Company (also jigs)	Stamford	Welding	
Greist Mfg Co The	New Haven	G E Wheeler Company (Fabrication of Steel & Non-Ferrous Metals)	New Haven
Parker Stamp Works Inc The (special)	Hartford	Industrial Welding Company (Equipment Manufacturers—Steel Fabricators)	Hartford
Tools, Hand & Mechanical		Porcupine Company The	Bridgeport
Bridgeport Hardware Mfg Corp The (screw drivers, nail pullers, box tools, wrenches, auto tools, forgings & specialties)	Bridgeport	State Welding Company The	Hartford
Toys		Welding—Lead	
A C Gilbert Company	New Haven	Storts Welding Company (tanks and fabrication)	Meriden
Geo S Scott Mfg Co The	Wallingford	Welding Rods	
Gong Bell Co The	East Hampton	Bristol Brass Co The (brass & bronze)	Bristol
N N Hill Brass Co The	East Hampton	Wheels	
Waterbury Companies Inc	Watervury	Hall Mfg Co	Ansonia
Trucks—Industrial		Wheels—Industrial	
George P Clark Co	Windsor Locks	George P Clark Co	Windsor Locks
State Welding Company The	Hartford	Wicks	
Trucks—Lift		Auburn Manufacturing Company The (felt, asbestos)	Middletown
Excelsior Hardware Co The	Stamford	Raybestos Div of Raybestos-Manhattan Inc The (oil wicks)	Bridgeport
George P Clark Co	Windsor Locks	Russell Mig Co The	Middletown
Trucks—Skid Platforms		Wire	
Excelsior Hardware Co The (lift)	Stamford	Atlantic Wire Co The (steel)	Branford
Tube Bending		Bartlett Hair Spring Wire Co The (Hair Spring)	North Haven
American Tube Bending Co Inc	New Haven	Bristol Brass Corp The (brass & bronze)	Bristol
Tube Clips		Driscoll Wire Co The (steel)	Shelton
H C Cook Co The (for collapsible tubes)		Hudson Wire Co Winsted Div (insulated & enameled magnet)	Winsted
32 Beaver St	Ansonia	Platt Bros & Co The (zinc wire)	Watervury
Weinmann Bros Mfg Co The (for collapsible tubes)	Derby	P O Box 1030	New Haven
Wheels		Rockbestos Products Corp (asbestos insulated)	Watervury
Zinc Castings		Scovill Manufacturing Company Brass, Bronze and Nickel Silver)	Watervury 91
Zinc		Wire Arches and Trellis	
John P Smith Co The	423-33 Chapel St	John P Smith Co The	New Haven
Wire Baskets		Rolock Inc (for acid, heat, degreasing)	Fairfield
Wire Cable		Bevin-Wilcox Line Co The (braided)	East Hampton
Wire Cloth		C O Jelliff Mfg Co The (all metals, all meshes)	Southport
Wire Drawing Dies		John P Smith Co The	New Haven
Wire Dipping Baskets		Rolock Incorporated	Fairfield
Wire Enamelled Magnet		Waterbury Wire Die Co The	Watervury
Wire Formings		John P Smith Co The	New Haven
Wire Forms		Autyre Co The	Oakville
Wire Goods		Verplex Company The	Essex
Wire Molding		Wire Goods	
Wire Products		American Buckle Co The (overall trimmings)	West Haven
Wire Reels		Patent Button Co The	Watervury
Wire Partitions		Scovill Manufacturing Company (To Order)	Watervury 91
Wire Rings		Wire Goods	
Wire Shapes		Wiremold Company The	Hartford
Wire Specialties		Craiglow Mfg Company	Portland
Wood Handles		A H Nilson Mach Co The	Bridgeport
Wood Work		John P Smith Co The	New Haven
Woven Awning Stripes		423-33 Chapel St	
Yarns		Wire Shapes	
Zinc		Aldon Spinning Mills Corporation The (fine woolen and specialty)	Talcottville
Zinc Castings		Ensign-Bickford Co The (jute carpet)	Simsbury
Zinc		Platt Bros & Co The (ribbon, strip and wire)	Watervury
Zinc Castings		P O Box 1030	
Zinc		Newton-New Haven Co Inc	688 Third Ave West Haven

ALLEN

DOWEL PINS



support accurate tool and die work

They serve as locating pins for the diemaker's work — and then go on to general duty as pins and pivots in various machine assemblies. By their accuracy and strength they retain precision standards in tool and die assemblies under punishing stresses.

They are ground to a limit of .0002" over basic size, with an allowable tolerance of plus or minus .0001". Surfaces are finely polished; subsequently treated with a rust-preventive.

Metallurgically in a class with ALLEN Hex-Socket Screws: — made of the same special-analysis ALLENOY steel, heat-treated to an extremely hard surface, with a core of the right toughness to prevent "mushrooming" when driven into a tight hole... Tensile strength, 240,000 to 250,000 lbs. per sq. inch... Typically the Allen high safety-factor in HOLDING-POWER.



Ask your local ALLEN Distributor for samples and dimensional data... the same Distributor who serves you dependably with Allen Hex-Socket Screws.

THE ALLEN MFG. COMPANY
HARTFORD, CONNECTICUT, U.S.A.

Service Section

SALES MANAGER: Experienced executive-of ability, 49, seeks preliminary conference with manufacturer requiring increased annual volume of sales through Wholesale Hardware, Mill Supply, Department Store; Allied Domestic and Foreign Jobbers. Sound background, capable organizer, modern understanding advertising and sales promotion. Present connection nets \$10-12M but transfer of Corporations' stock indicates advisability of change during 1947. Address P. W. 1459.

SALES MANAGER with automotive metal goods engineering background seeks to invest reasonable capital and services in progressive manufacturing concern in Hartford area. Address O. W. 38.

WANTED: Work for turret lathe department and general machine work department. Also second operation and production work. Address M. T. A. 382.

OPPORTUNITY for a large manufacturer to take advantage of our low overhead in the manufacture of complete products or sub-assemblies. Address M. T. A. 385.

FOR SALE: 1—Type EN-2 Pangborn Blast Cleaning Cabinet, complete. Serial No. 51423727. Metalizing Engineering Co., New York City. 1 Gas Fired Oven—Dimensions of oven chamber, 34" deep x 24" wide x 16" high. American Gas Furnace Company. Address S. E. 1868.

WANTED: 25 one-gallon tin containers, square or round, screw top; 50 one-pint tin containers, square or round, screw top. Address S. E. 1874.

WANTED: One 5 or 6 foot late type radial drill—M. D. Address S. E. 1878.

FOR SALE: 1 Fan type scale, 100-1 ratio, practically new. Address S. E. 1879.

FOR SALE: 2 Drop Hammers (Belt-type), approximately 125 lbs and 350 lbs. Address S. E. 1880.

WANTED: Used steel containers, with removable covers, approx. 100 lbs. or 300 lbs. capacity. Address S. E. 1889.

FOR SALE: Approx. 4,352 lbs. of 1-9/16" x .014" thick Motor Grade Electrical Silicon Strip, in coils. Address S. E. 1893.

FOR SALE: Oven furnace used for hardening and tempering steel, equipped with magnetic gas valve, pyrometer and thermo-couple, approximately 2½ yrs. old and in good condition. Also, electrically heated air circulating oven for paint drying and processing, automatic controls, in good condition, 6 to 7 years old. Address S. E. 1907.

FOR SALE: Modern conference table and twelve genuine leather custom built chairs. Practically new. Address S. E. 1908.

PERSONNEL MANAGER: 8 years experience in procurement, testing, training, job evaluation, service rating. College graduate, candidate Ph.D. industrial relations, married, 38 years old. Address P. W. 1460.

PRIVATE COACHING in Speech Building, rewriting of important addresses, word building for increased vocabulary, conversation and letter-writing. Write Dr. Henry Denlinger or Telephone—Hartford 3-4452.

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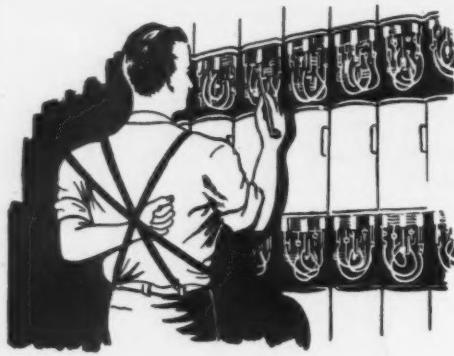


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